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ORGANISATIONAL SUSTAINABILITY IN NATIONAL SPORTS FEDERATIONS IN EGYPT

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**UNIVERSITY OF
PLYMOUTH**

**ORGANISATIONAL SUSTAINABILITY IN NATIONAL SPORTS
FEDERATIONS IN EGYPT**

by

FAWZY ALAWADY

A thesis submitted to the University of Plymouth
in partial fulfilment for the degree of

DOCTOR OF PHILOSOPHY

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Dedication

To the soul of my parents.

To my wonderful wife, Amira.

To my lovely kids, Amged, Arwa and Hadir.

To Prof Leigh Robinson.

Author's Declaration

At no time during the registration for the degree of Doctor of Philosophy has the author been registered for any other University award without prior agreement of the Doctoral College Quality Sub-Committee.

Work submitted for this research degree at the University of Plymouth has not formed part of any other degree either at the University of Plymouth or at another establishment.

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Date

ORGANISATIONAL SUSTAINABILITY IN NATIONAL SPORTS FEDERATIONS IN EGYPT

Fawzy Alawady

Abstract

Organisational sustainability is associated with the concept of organisational development, which emanates from the resources and capabilities that the organisation has in place. Sustainable organisations possess a strategic system, which is reliant on sustainable resources, and good capabilities that lead to strategic success. This study sets out the extent to which the Egyptian National Olympic Committee (ENOC) and its members the National Federations (NFs) are able to create organisational sustainability.

The purpose of this research is to empirically study organisational sustainability and to provide insight into its creation within NFs. It has used a mixed-methods strategy that involved two phases. The first, a thematic analysis, identified the characteristics of the sustainable National Federation. It was undertaken by carrying out semi-structured interviews with ENOC and NF board members, experts, and NF consultants to generate the benchmarks or the requirements needed for sustainable National Federations. The second phase used the Readiness Assessment Tool (RAT) (Robinson and Minikin, 2011) in investigating the organisational development pillars based on the resources and capabilities of the Egyptian NFs (organisations that are responsible for developing the overarching performance of the ENOC).

The findings indicated that the NFs included in this study need to develop further in terms of resources and capabilities in order to improve their readiness for sustainability. At their current levels of development, they do not exhibit the necessary or sufficient characteristics to become sustainable sports organisations. In other words, the research reveals that the NFs under investigation are not sufficiently developed to establish organisational sustainability due to their limited resources and low levels of capabilities. The study contributes to the body of

knowledge by providing a better understanding of organisational sustainability in NFs. In addition, it creates the characteristics, or the requirements needed for a sustainable NF. Furthermore, it offers the first evidence to suggest that Egyptian NFs need more improvements in terms of resources and capabilities to create a strong sports system leading to sustainable success.

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1. CHAPTER ONE: INTRODUCTION

1.1 Introduction and background

The concept of sport today has become more complex, operating in an increasingly professional environment, and is playing “an increasingly important role in a world of changing economic, political, cultural and social systems” (Chappelet, and Bayle, 2005, p.v).

As stated by Rapilla (2008), most countries today are working on developing their sporting status, and recent times have seen the appearance of highly competitive athletes from different countries (both developed and developing) competing at the highest level. It is worth noting that the creation of elite athletes requires more effort and investment if such athletes are to become competitive at a world stage level and consequently sports organisations are required to constantly review their systems if they are to succeed and achieve sustainability. The availability of resources is the main challenge in developing countries like Egypt, where decision-makers and managers are required to manage their organisations efficiently and effectively through a process of modernisation.

National Federations (NFs) (sometimes named National Sporting Governing Bodies (NSGBs)) are the core of the delivery system in Egypt. There are 27 Olympic National Federations in Egypt. Each federation represents a single sport and is fully responsible for the development of that sport. The NF should have aims related to training and competitive programmes for Egyptian elite athletes and organise national and international events and other programmes to encourage all Egyptians to become more physically active. Furthermore, these NFs are voluntary not-for-profit organisations managed on a daily basis by voluntary staff. The Egyptian NFs are fully responsible for the overall performance of the Egyptian sporting system and the results in international competitions. The conflicting aims of either: a) developing elite

athletes who will compete in international competitions; or b) providing sport for, all place NFs in a dilemma. In the case of Egypt, the resources and efforts of NFs towards evolving elite national teams have so far resulted in only limited success for the country in international competitions.

It is widely accepted that sustained competitive excellence requires a strong sporting infrastructure. Many countries around the world give considerable attention to the importance and need to develop sports structures and resources for sustainable success at an international level. In most developing countries, there is very little investment made by governments in sport, and National Federations with limited resources must critically assess their needs and priorities (Rapilla, 2008).

To ensure the organisational sustainability of National Federations, it can be argued that they need to have a sustainable resource and good capabilities. Moreover, they need to effectively and strategically plan for the development and growth of their sport. Not only should National Federations plan to develop, but they should also have in place systems and procedures to monitor and evaluate their performance so as to measure their success.

A successful non-profit sports organisation such as an NF needs to manage its organisational performance, as a fundamental requirement for sustainability. More apparently, organisational sustainability is associated with the concept of organisational development and performance, which emanates from the resources and capabilities that the organisation has in place. Sustainable organisations possess a strategic system that is reliant on renewable resources, and capabilities that lead to strategic and sustainable success. Finally, most countries around the world focus their attention on sport and how they can create sustainable success both nationally and internationally. This focus on sport is for several reasons. Firstly, sport has been shown to

have major social and economic benefits to society, as confirmed in the publication of various reports at both national and transnational levels (Dalziel, 2011). Secondly, sport is not only important in terms of establishing international reputation and respect through national sporting prowess, but also has significant benefits for domestic economies and, in addition, often carries considerable political influence. Finally, the important impact that sport has upon individual countries in terms of economic and other associated benefits has been a constant theme of work undertaken by academics over recent years (Auld, 1997; Dalziel, 2011 and Shilbury, Deane, Kellett, 2006).

1.2 Research questions and objectives of the study

Examining core issues that enable NFs to have a system capable of creating sustainable success makes a novel contribution to the mainstream literature in the areas of both sports management and organisational sustainability, providing an important addition to this field of emerging research.

The primary foci of this study are therefore to explore the readiness of Egyptian NFs to be sustainable. The two main research questions are as follows.

- What are the characteristics of a sustainable national sports federation?
- How might the Egyptian national sports federations become sustainable?

This study seeks to investigate the organisational sustainability in National Sports Federations in Egypt. In order to achieve that, the study has two main objectives.

- Firstly, it seeks to understand what sustaining a National Federation might involve by obtaining the characteristics of a sustainable NF. This objective has been achieved by conducting interviews with NF board members and other relevant personnel.

- The second objective is to investigate and evaluate the current organisational development of the Egyptian national governing bodies in order to know the extent to which Egyptian NFs are able to be sustainable. This objective has been achieved by using the Readiness Assessment Tool (Robinson and Minikin, 2011) based on benchmark-created by interviews.

1.3 Study Motivations

This study is motivated by three main issues: firstly, Egyptian NFs have achieved very limited success as they have won only seven gold medals between the Stockholm Games in 1912 and Brazil in 2016. It is worth noting that all these medals were won in individual sports, particularly weightlifting and wrestling. This limited success can be attributed to the inability of Egyptian NFs to have systems that lead to sustainable success. Secondly, government concerns have started to focus on why NFs appear to be unsuccessful on a world-class stage. Finally, there is no evidence of research that applies organisational sustainability to a sports context.

The rationale behind this study is that after the Egyptian revolution, the government has asked all sports organisations to find additional financial resources because of the dangerous economic situation. Now all the Egyptian sports organisations are obliged to search for the best solution to this crisis. Governmental support for Egyptian sports organisations has significantly reduced, so the financial problems of sports organisations have increased.

1.4 Research methodology

In essence, the above research questions define the methodology employed within this study. In developing the first research question, the intention was to explore the characteristics of a sustainable National Federation then, based on that, to establish the extent to which Egyptian NFs are able to be sustainable.

In order to address the research questions and achieve the objectives above, this study has used two research methods, as follows:

- A series of semi-structured interviews with Egyptian NOC board members, NF presidents, NF district board members, consultants and experts in order to identify the characteristics of a sustainable NF.
- A questionnaire survey (RAT) developed by Robinson and Minikin (2011) in order to assess the resources and capabilities of Egyptian NFs based on the benchmarks generated by the interviews.

1.5 Research contribution to knowledge

The main contribution or novelty of the current study is that it is the first study, to the best of the researcher's knowledge, to empirically address organisational sustainability. This study is essential for several reasons. Firstly, and most importantly, there is limited research on organisational sustainability in sports management literature. Secondly, no prior research creates benchmarks of organisational sustainability in NFs. Thirdly, no prior studies have been conducted in Egypt.

Thus, the study contributes to the body of knowledge by providing a better understanding of organisational sustainability within sports organisations, especially NFs. It establishes the characteristics of a sustainable National Federation. Empirically, the study provides managers with the current level of organisational development of their organisations and highlights the components of capabilities that are necessary within Egyptian NFs. It also addresses the effective use of resources in an attempt to help the managers of Egyptian NFs to develop their organisations. Generally speaking, this study provides an accurate review of Egyptian NFs with regard to resources and capabilities that are responsible for building organisational sustainability.

1.6 Structure of the thesis

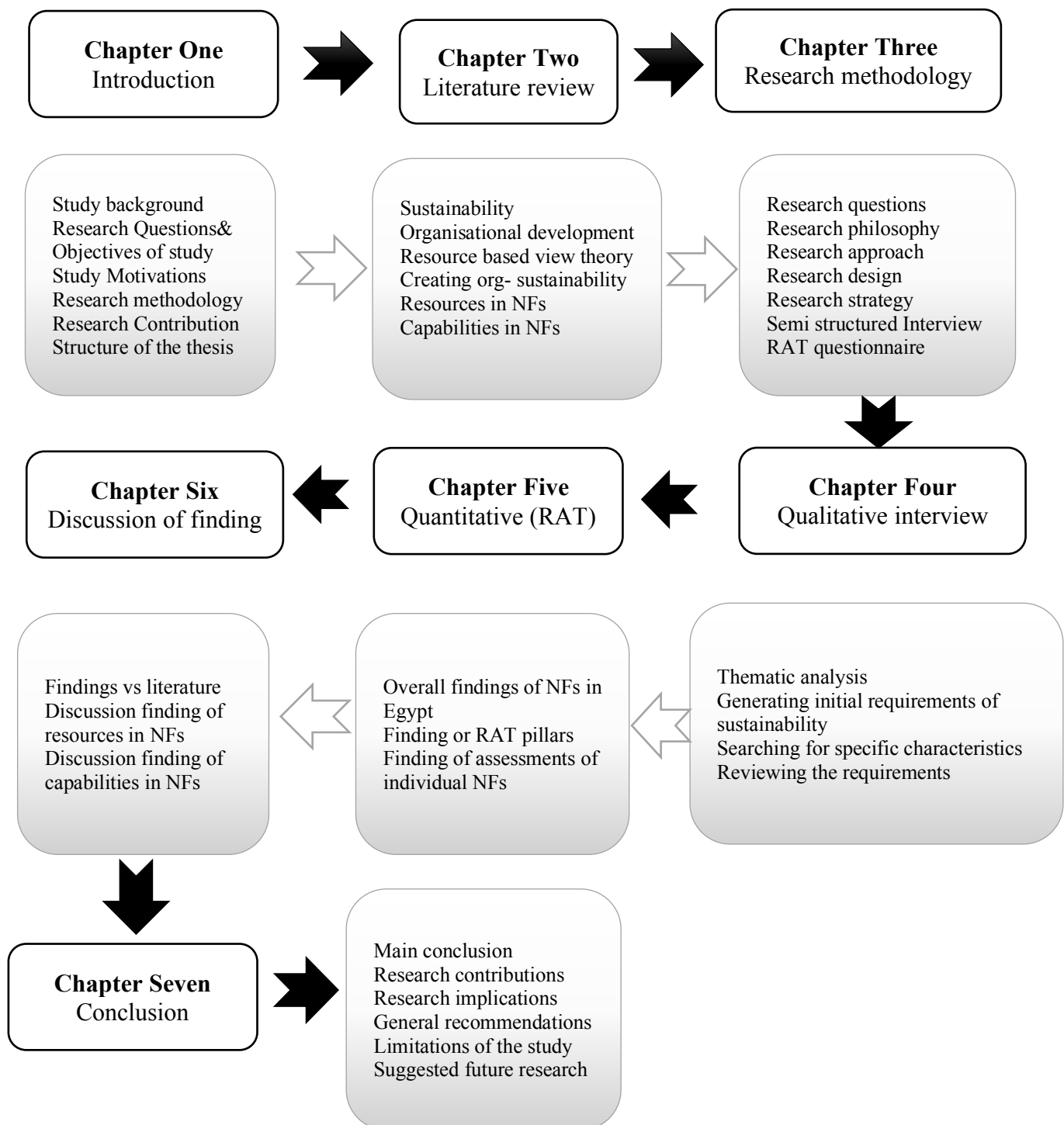


Figure 1-1: Thesis structure

1.7 Summary

This chapter has demonstrated the study background, objectives and contribution to the field of sports management research. It has also presented the structure of this study while intimating on the content and approach of the succeeding chapters. The next chapter reviews the literature on organisational sustainability, resources, capabilities and organisational development.

2 CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter explores the literature that offers an overview and understanding of establishing organisational sustainability in sports organisation in relation to organisational development. Particular focus will be given to the issues that influence this, such as organisational development, assessments of sports organisation, competitive advantage, resources (viability) and capabilities. These issues play a fundamental role in sports organisations in terms of establishing their organisational sustainability. The literature is concerned mainly with the concept of sustainability as the outcome of the creation of a solid managerial system, including renewable resources and high capabilities being examined and audited in Egyptian NFs. This chapter considers the studies undertaken in the area of sustainability of sport and organisational development. The information included will be used later to support its findings.

As a starting point, sport nowadays provides major social and economic benefits to society, as confirmed in publications and various reports at both national and transnational levels (Dalziel, 2011; Irish Sports Council, 2010). It is worth noting that sport is not only important in terms of establishing respect through national sporting prowess, but also has significant benefits for domestic economies and, in addition, often carries considerable political influence. The important impact that sport has upon individual countries in terms of economic and other associated benefits has been a constant issue of work carried out by academics over recent years (Auld, 1997; Dalziel, 2011).

Sport can provide these contributions when sports organisations possess sustainable competitive excellence, which requires a strong sporting infrastructure and system that will

stimulate organisational sustainability. Organisational sustainability is based on two main components: viability and capabilities (Sarriot et al., 2015; Shediak-Rizkallah & Bone, 1998; Swerissen & Crisp, 2004). Several countries around the world have realised the importance of the development of sports structures and the need to develop resources for sustainable success at an international level. Managing organisational performance is a fundamental requirement for any successful Non-Profit Sports Organisation (NPSP). It is an integral component of an NF's ability to deliver a quality service to its stakeholders. However, it has become clear over time that many of these organisations have failed to manage their performance (O'Boyle, 2015).

The main idea behind this research is to establish a better understanding of the creation of organisational sustainability in NFs. In order to have a solid flow through the literature, it will cover the following themes: sustainability, organisational development in sport organisations, assessments of sport organisations, Resources Based View Theory (RBV), and conceptual framework, which, in combination, allow a clear understanding of the creation of sustainable sports organisations.

2.2 Sustainability

Sustainability as a concept has its origin in the Brundtland report (1987), which was about the tension between the aspirations of mankind towards a better life on one hand, and the limitations imposed by nature on the other. The Brundtland report defined sustainability as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (p. 8). It is worth noting that the term ‘sustainability’ was first applied to stop the decline in the natural environment and the negative impact of that decline on human health, societal harmony, and economic growth (Mohrman & Worley, 2010). In the course of time, sustainability has become a prominent topic in the popular press,

corporate boardrooms, political arenas and academic conversations (Mohrman & Worley, 2010).

Recently, sustainability has become widely accepted in many areas of society, with significant claims for the benefits of adopting the principles of sustainability as an integral part of development strategies. It means a process involving people, institutions, natural resources and the environment. Additionally, Lawler & Worley (2012) stated that sustainability has moved from being a fringe issue to a major business concern, and managers recognise that the long-term viability of their organisations depends as much on how they affect the environment and ambient society as how they perform financially.

Many definitions have been proposed for sustainability. As suggested earlier, the first definition was presented by the Brundtland report (1987) which involves: “meeting the needs of the present generation without compromising the ability of future generations to meet their own needs”. This definition is prevalent in most academic contexts. More definitions have been proposed; for instance, Roger & Kimberly (2005) define it as “environmental stewardship, social responsibility, and economic prosperity for the organisation” (p. 78). In a successful sustainability-focused business strategy, these three goals will be inter-related and supportive of each other. Elkington (1998) reported that sustainability efforts focus on three main areas: people, profit, and a planet. For an organisation, it means that “it has the elements required to carry on and enhance constantly its activities according to its outlined mission” (Coblentz, 2002).

For non-profit organisations, sustainability means the ability to survive so that the organisation can continue to provide its services. At its core, non-profit sustainability means that the organisation will be able to fulfil its commitments to its stakeholders in which it operates. From

a macroeconomic point of view, sustainability in the NPO means that important societal needs will be met (Weerawardena, McDonald & Mort, 2010).

2.3 Sustainability in Sports context

Sustainability as a concept has gained broad acceptance in several areas of society including in a sporting context where it is deemed as an integral part of development strategies (Lindsey, 2008). It is noted that sustainability is widely used throughout national sports strategies, such as *Reaching Higher* in Scotland (Scottish Executive, 2007) and *Game Plan* in England (Department of Culture Media and Sport, Strategy Unit, 2002). It is also asserted that sustainability ‘underpinned’ planning for the 2012 Olympic Games (London Organising Committee of the Olympic Games, 2006). Given this focus, it is important that both academics and practitioners, with an interest in sports development, have a clear understanding of sustainability and how it may be achieved. In the *Reaching Higher* document (Scottish Executive, 2007), sustainability is referred to in general terms (we need strong foundations to underpin and sustain change, p24), in terms of individual change (encouraging and sustaining young people’s involvement and development in sport, p2), in organisational terms (build and sustain a sporting infrastructure, p24) and in environmental terms (promoting sustainable forms of transport, p8).

It is worth noting that no definitions for ‘sustainability’ are utilised in sports studies, but Sarriot et al. (2015), Shediak-Rizkallah & Bone (1998), and Swerissen & Crisp (2004) argued that the sustainability of an organisation is associated with the concept of organisational development which emanates from the viability (resources) and capabilities. In accordance with this, ‘sustainability’ in this study is defined as ‘an organisational state that emerges from the system based on good capabilities and sustainable resources’.

In a sports context, Lindsey (2008) has reported that academic literature on sport did little to clarify the concept of sustainability. A minority of research has dealt with the development of the theoretical frameworks associated with sustainability in a sport. For example, Belli (2008), Brymer, Downey & Gray (2009), Leonardsen (2007), Mallen & Chard (2012), O'Brien & Ponting (2013), Pentifallo & VanWynsberghe (2012) and Trendafilova, Babiak, & Heinze (2013) all focused on the environmental dimension of sustainability in sport. Their studies outlined that sports organisations need to pay a lot of attention to environmental practices and increasing awareness of managers of greening initiatives in sport. Robinson (2005), Walker & Kent (2009), Reis & Higham (2009), Babiak (2010), Sheth & Babiak (2010) and Trendafilova et al. (2013) highlighted the significance of the social aspect of sustainability in sports organisations, primarily focusing on the role of CSR activities in improving the image of their organisations. In addition, Lawson (2005) focuses on the sustainability of social and human development through sport while Dowda et al. (2005) investigate the sustained usage of the resources provided through a physical education programme.

Lindsey (2008) reported that there is a lack of clarity in practical understanding of the concept of sustainability. In addition, research focusing on organisational sustainability is lacking. This study argues that NFs can be organisationally sustainable when they possess a system based on good capabilities and resources. It examines Egyptian NFs that are in charge of the success of the Egyptian NOC at the regional and international sporting stages in order to establish the extent to which they have sustainable resources and high levels of capability (i.e. whether or not they are organisationally sustainable). This is undertaken by assessing the viability (resources) and capabilities that these organisations have in place as they represent the key elements of organisational sustainability, according to Shediak-Rizkallah & Bone (1998), Swerissen & Crisp (2004) and Sarriot et al. (2015).

Swerissen & Crisp (2004) identified four types of sustainability: individual, community, organisational, and institutional. *Individual sustainability* is related to sustaining participation of individuals in sports clubs and their sports performance. Lindsey (2008, p.10) defines individual sustainability in the context of sports development programs as “longer-term changes in individuals’ attitudes and/or behaviour through involvement with the sports development programme”. This definition can be applicable in individuals in sports organisation where the main purpose of these organisations is to gain and attain individuals by providing them with the appropriate development programs. *Community sustainability*, according to Shediak-Rizkallah & Bone (1998), is related to community capacity, including accessibility of knowledge and resources. Swerissen & Crisp (2004) additionally identify that community sustainability may comprise changes in relationships between community-based organisations and between these organisations and community members. *Organisational sustainability* is the focus of this study. It includes capacity and viability as its two main components, as will be discussed in detail in a separate section. Finally, *institutional sustainability* is related to “achieving major policy change, redistribution of resources and the establishment or reform of legislation or regulation” (Swerissen & Crisp, 2004).

Broadly speaking, Lindsey (2008) affirms that there is a lack of studies that have focused on sustainability in sport in general and there are no studies that have dealt with organisational sustainability, according to sports management literature. As a result, it is necessary to give attention to this domain in order to bridge this gap. This is the first study to address organisational sustainability based on viability and capabilities. As mentioned, a sustainable organisation can be defined as an organisation that continuously develops and generates resources and possesses good capabilities to achieve a sustainable success through enhancing quality and developing its strategy, culture, structure, and systems to meet the needs of its

stakeholders. Therefore, the below section focuses on organisational development in sports organisations, outlining the phases of development.

2.4 Organisational development of sport organisations

Sports organisations, as non-profit organisations, exist in order to perform some functions through cooperative effort, and sports management is completely liable for the performance and the success of these organisations. Organisational performance as a concept is understood as the integration of efficiency and effectiveness. It is worth noting that effectiveness is seen as the capacity or ability of an organisation to get its goals achieved, while efficiency can be seen as the ratio between the resources and the results (Madella, Bayle, & Tome, 2005). Cameron (1986) and Chelladurai (1987) argued that performance in a sports organisation is a social construction, and relies on the actions of individuals and their beliefs.

Sports organisations are varied in their organisational development levels. Stewart (2007) and Kikulis, Slack, & Hinings (1995) identified three phases of organisational development and change, each of which will now be discussed.

2.4.1 The Kitchen table model

Stewart (2007) mentioned that a sports organisation could be as sustainable as any other organisation if it possesses sufficient resources to support programs, activities and its events. It is worth noting that most sports organisations rely on limited budgets from membership fees. Hoye & Nicholson (2010) reported that the individuals who practice and manage the sport provide the resources for developing the sport. This is called the 'kitchen-table' approach to sports organisation management, where a few individuals manage the game and decisions are made in a similar manner to the way a decision would be made around that member's kitchen table at home (Hoye, Smith, Westerbeek, Stewart & Nicholson, 2006). In this model, the sports

organisation is mainly driven by a president who is most likely a public face, and a secretary who deals with members' registration and running the events, together with a treasurer who handles financial matters. In most cases, the treasurer in this model is unfamiliar with accounting theory and practice.

2.4.2 The boardroom or corporate model

The notion of commercialisation of sport started to spread around the world in the 1970s (Stewart, 2007). It is worth noting that sport adopted many of the principals and features of commercial business in seeking to enhance operations and improve the level of competitions. Slack (2004) stated that sport started embracing the idea of professionalism, where athletes were paid for their jobs, and general managers emerged in place of old-time administrators and chief executive officers (CEO). In addition, psychologists and sports scientists started to provide their assistance to sports organisations and their athletes. Most of the sports organisations have become business-oriented and commercialised and the links between the corporate sector and sport were developed because sport provided a vehicle for promoting and marketing products and attracting audiences.

2.4.3 Executive office model

Andreff and Staudohar (2002) proposed the third-phase model as an extension of the kitchen-table/corporate boardroom model. The overall model starts with the amateur structure, moves into a traditional professional structure, and ends with contemporary professional structures. In this model, a more sophisticated formal administration is established that combines professional personnel who are working towards essential business principles. Organisations are deemed to have reached this level of development when they have obtained their own basic office facilities or headquarters and employ professional management to run the affairs of the

organisation. Chelladurai & Madella (2006) discussed this organisational development, noting in principle that sports organisations move from informal to formal structures, managed by non-specialised volunteers and ultimately by more specialised professionals.

It can be argued that in order for a sports organisation to sustain itself, it needs to check its development and review its resources and capabilities on a regular basis. Therefore, the below section focuses on assessments of sports organisation, highlighting the tools used and justifications for using the Readiness Assessment Tool (Robinson and Minikin, 2011)

2.5 Sport Organisation Assessments

There are different models of capacity analysis designed to strengthen the organisational capacity of sports organisations to achieve their visions and missions. The starting point of any planning within National Federations is to identify their current development level. Currently, a number of models have been proposed for measuring organisational capacity. The following section discusses three models: the McKinsey Capacity Self-Assessment Tool for Non-Profit Organisations employed in Papua New Guinea (PNG); the Bayle Model used to assesses the performance of NFs in France; and finally, the Readiness Assessment Tool (RAT) developed by Robinson & Minikin (2011) to review the resources and capabilities in NFs.

2.5.1 McKinsey Capacity Self-Assessment Tool

As a result of partnership and collaboration between a number of philanthropic organisations and experts, McKinsey & Company established a project seeking to develop and maintain the structure of organisations through capacity building (McKinsey & Company, 2001, p. 13). They determined a definition for the capacity in non-profit organisations and developed a tool for measuring it. A number of case studies were carried out by McKinsey & Company (2001) on the non-profit organisations sector over a 10-year period. The outcome of the research was

the creation of the “Capacity Framework” (Figure 2-1), which identifies seven central elements of non-profit capacity, as follows:

Aspirations:	An organisation’s mission, vision, and overarching goals, which collectively articulate its common sense of purpose and direction
Strategy:	The coherent set of actions and programs aimed at fulfilling the organisation’s overarching goals
Organisational Skills:	The sum of the organisation’s capabilities, including such things (among others) as performance measurement, planning, resource management, and external relationship building
Human Resources:	The collective capabilities, experiences, potential and commitment of the organisation’s board, management team, staff, and volunteers
Systems and Infrastructure:	The organisation’s planning, decision making, knowledge management, and administrative systems, as well as the physical and technological assets that support the organisation
Organisational Structure:	The combination of governance, organisational design, inter-functional coordination, and individual job descriptions that shape the organisation’s legal and management structure
Culture:	The connective tissue that binds together the organisation, including shared values and practices, behaviour norms, and most important, the organisation’s orientation towards performance

Table 2-1: McKinsey & Company Capacity Framework

Source: McKinsey & Company 2001

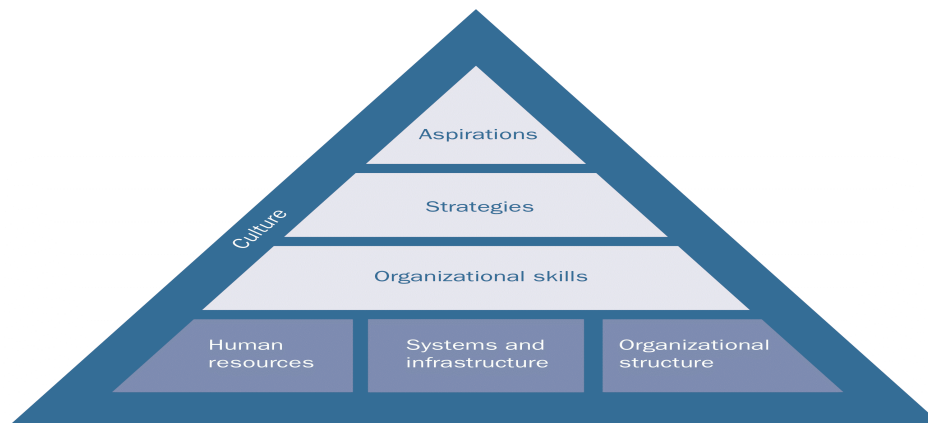


Figure 2-1: Seven key characteristics of capacity

The pyramid above focuses on examining each element individually and all these elements are used by sports organisations. Competitions as the core business of sport can be described as the ‘connective tissue’ binding all other factors like Administration, Human Resources (coaches and technical officials), Physical Resources (sports facilities and equipment), and Financial resources (to fund programs and competitions). Furthermore, The McKinsey research established the Capacity Assessment Grid, a diagnostic tool to assess an organisation’s strength along each capacity element in the Capacity Framework. It allows an organisation to conduct its own self-assessment to find out best practices in all included elements.

2.5.2 Bayle Performance Framework

Emmanuel Bayle in his doctoral thesis conducted a number of case studies focusing on single-sport federations in the period 1988-1998. He carried out his research using documentary sources, interviews, observations and an analytical framework from Chappelet and Bayle (2004).

His study identified six dimensions of performance indicators based on the expectation of stakeholders, as shown in Table (2-2) below.

Dimensions	Statutory	Internal social	Societal	Economic and financial	promotional	Organisational

Objectives	Obtaining the best sports results (national teams) developing the number of members	Improving the social climate and the involvement of all actors concerned	Contributing by achieving their statutory objective, toward a better functioning society	* Obtaining the resources necessary to achieve the statutory objective * Managing their financial dependence (notably regarding the supervisory authority)	Improving the media impact of the discipline among those practising this sport and the public	Organising internally at headquarters and within the system, to respond to their statutory mission, to the the strategic plan, and to the requirements of the environment
Means	Measurement of the sport results at the high level and the number of licensed athletes	Measurement of the degree of satisfaction of the actors	Measurement of the societal legitimacy and the impact of the federation's activities on society	Measurement of the capacity to obtain financial resources, diversification of resources, the capacity for self-financing	Measurement on the reputation and the image	Measurement of the quality of functioning and the organisational reactivity
Method of Measurement	Quantitative and qualitative	Qualitative	Qualitative	Quantitative	Quantitative and qualitative	Qualitative

Table 2-2: Measuring the Global Performance of National Sports Federations. Source: Chappelet & Bayle (2005)

2.5.3 Readiness Assessment Tool (RAT)

The Readiness Assessment Tool (RAT) was developed specifically to evaluate the levels of resources and capabilities of NFs and has been used extensively throughout the world to assist with the planning and development of the National Federations (Robinson & Minikin, 2012). The evolution, development and refinements of the RAT has been described by Robinson & Minikin (2011, 2012). The tool emerged from a programme of research carried out with senior sport administrators familiar with the activities, and consisted of focus groups, a workshop and scenario testing. The resulting framework categorises the resources and capabilities of NFs into

eight pillars of performance. Each pillar comprises a number of organisational elements. It is presented in the form of a paper-based questionnaire, the responses for which are inserted into the online tool. The RAT generates a report outlining the gap between the actual assessments and what it should be according to predetermined benchmarks.

The RAT comprises eight pillars (factors of organisational performance) and every pillar consists of some organisational element. These pillars are,

Governance: rules and regulations, policies and strategic planning.

Management: organisational structure, roles and practices.

Sports activity: competition, athlete preparation, development programs and training.

Communication: methods used and technology available.

Finance: record keeping, accounting and planning.

Physical resources: access to and availability of equipment and facilities.

Human resources: type, diversity, planning and management practices.

Values: cultural, attitudinal and behavioural

A RAT is used in this study for several reasons. Firstly, it measures all the main pillars of organisational activity, according to Robinson & Minikin, (2011). Secondly, the pillars contain organisational elements that help make the assessment process more coherent and comprehensive. Thirdly, it is quick and easy to use because it runs against predetermined benchmarks. Lastly, it identifies the gaps between actual levels of development and what is required for NFs to deliver services and activities (Appendix 10)

2.6 Conceptual framework

The focus of this section is to present the conceptual framework based on the relevant literature. Robinson & Minikin (2012) stated that success at international stages is based on the system responsible for producing athletes who are able to compete in these stages. In Egypt and in

most countries, this system is mainly reliant on NFs, as they play a central role in the success of the Egyptian NOC. In order for NFs to establish a solid system leading to sustainable success, they are required to give very considerable attention to viability (resources) and capabilities that are the components of organisational sustainability. This is supported by Shediak-Rizkallah & Bone (1998), Swerissen & Crisp (2004), and Sarriot et al. (2015), who argued that organisational sustainability rises from two main components, namely: capability and viability (resources). This draws the theoretical link between organisational sustainability, resources, and capabilities. In this vein, ‘capacity’ refers to the ability of the organisation to sustain the provision of its services, while viability relates to the financial and other resources or support. Misener & Doherty (2013) describes organisational capacity as the ability of an organisation to harness its internal and external resources to achieve its goals. In this respect, capacity means the ability to apply strategies that work on improving both efficiency and effectiveness. Organisational Viability, on the other hand, means all kinds of resources can be controlled and managed by the organisation (Sarriot et al., 2015). In addition, Kikulis, Slack, & Hinings (1995) found that as an organisation delivers more services over a greater or longer period of time it becomes increasingly more complex or ‘developed’, primarily as a result of developing resources and core capabilities.

It can be argued that creating sustainability in NFs requires solid managerial systems based on good capabilities and renewable resources. The outcome of both capabilities and renewable resources is an organisational performance which leads to a competitive advantage in NFs (Robinson & Minikin, 2012). Competitive advantage in sports organisations generally and NFs in particular, creates strategic success on the pitch and organisational sustainability. When a sports organisation possesses organisational sustainability, it is more likely to be able to

contribute positively to society, establish good relations with the environment and generate profit. The competitive advantage will be discussed in detail in a separate section.

Figure (2-2) shows the relationship between the viability (resources) and capabilities. Viability is defined as any kind of resources the sports organisation may use to achieve its objectives while capacities defined as the abilities of sports organisation to use the resources effectively and efficiently. In this section, concepts like resources (human, physical, financial), capabilities (governance, management) and culture will be discussed in depth.

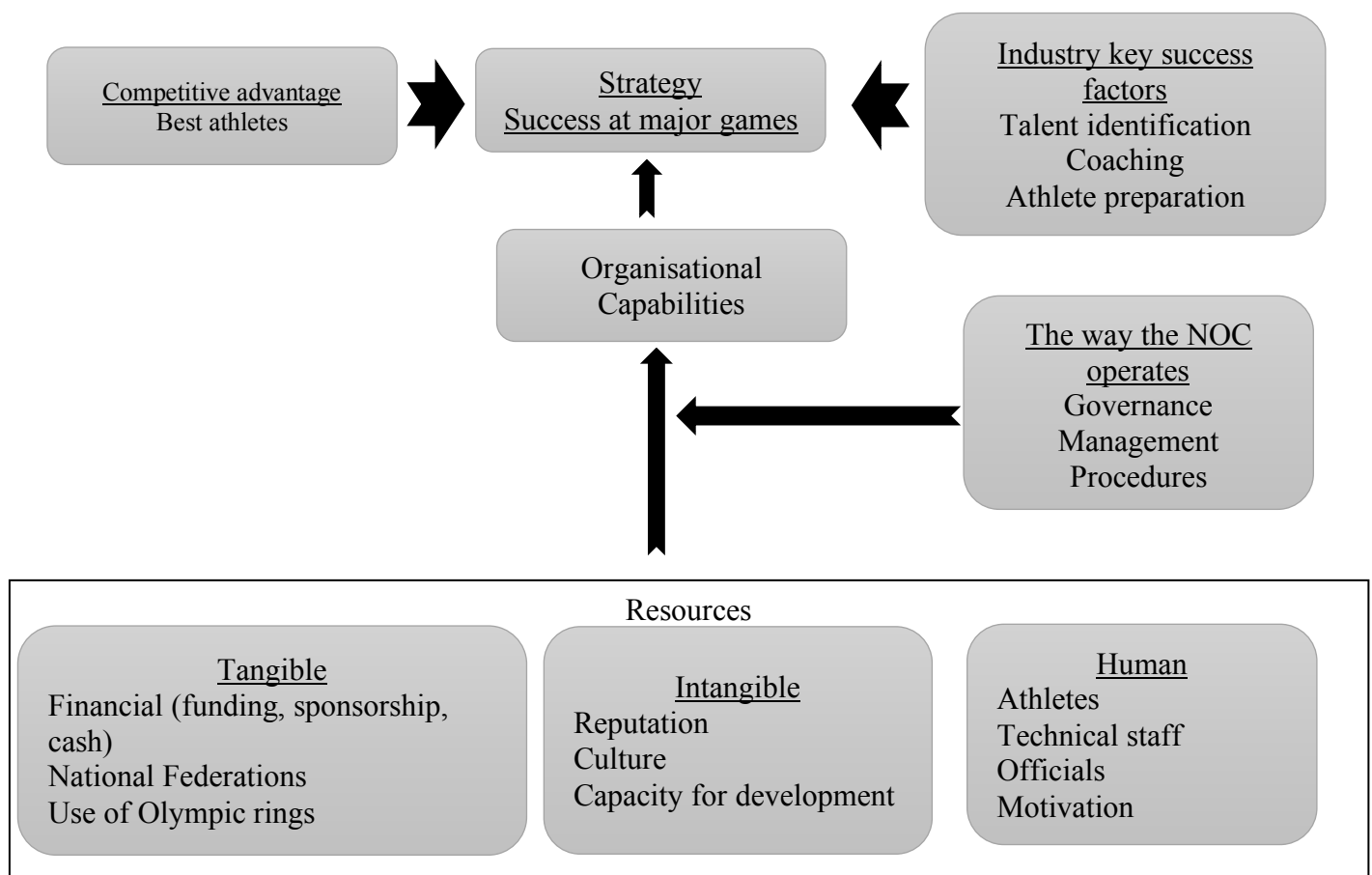


Figure 2-2: The relationships between resources, capabilities and competitive advantage, adopted from Robinson, Minikin, (2012) who inspired by Grant, (2008).

As stated by Robinson & Minikin (2012), underpinning the RBV is the concept that resources that lead to sustainable advantage should be characterised by the following: firstly, valuable in that they can help an organisation to take advantage of opportunities and/or minimise threats,

allowing the organisation to improve its effectiveness; secondly, rare among current and potential competitors; thirdly, imperfectly imitable in that competing organisations will face cost and/or quality disadvantages in duplicating the resource, or developing a substitute for it (Barney, 1991, 1995). Of greater value are those resources which can be considered non-tradable (Dierickx & Cool, 1989), as these resources defy imitation; and fourthly, organisationally appropriable in that the organisation must gain value from the resource, rather than others in the supply chain.

There are three other aspects to the RBV. The first is the concept of ‘learning by doing’ where capabilities can be increased by organisational learning and thus as organisations learn and repeat tasks they create competencies in that task. These routines become a source of a capability (Goldstein, 2007). Arguably, this means that the more Olympic Games NF and its athletes attend, the more capable it should become at doing this, developing a core competence in this activity (Prahalad & Hamel, 1990). Second, if resources cannot be increased, they need to be leveraged and developed to improve competitive advantage and this can be done by the concentration, accumulation, conserving or complementing of resources (Grant, 2008). Leveraging makes the most of the existing resources and reduces the need to seek additional ones. For example, NOCs can accumulate resources through attracting sponsorship as a consequence of having the right to market the Olympic rings, or by concentrating finances on key sports. Finally, in some instances, physical resources are simply inadequate or fixed and thus new capabilities need to be developed to contribute to competitive advantage using existing resources. Grant (2008) reviews a number of approaches to capability development, some of which are unfeasible or difficult for NOCs and NFs, such as developing capability by mergers and acquisitions. However, of potential for NOCs and their associated NFs are

strategies to access capabilities by strategic alliances and the possibility of creating new capabilities.

The below section demonstrates the components of organisational sustainability in detail. As mentioned earlier, organisational sustainability emanates from two main components, namely: viability (resources) and capabilities.

2.6.1 Resources in NFs (Viability)

The Resources Based-View theory (RBV) focuses on the use of organisation resources to acquire a sustainable competitive advantage which leads to greater performance (Barney, 1991; Wernerfelt, 1984; Peteraf, 1993). The resources in an organisation include tangible and intangible, human and nonhuman that are owned or managed by the organisation to provide high quality services to satisfy its customers (Amit & Schoemaker, 1993).

It worth noting that the organisation is considered as a set of tangible and intangible resources and capabilities needed for product/market competition (Amit & Schoemaker, 1993; Barney, 1991; Wernerfelt, 1984). A number of definitions are suggested for the resources and capabilities. For instance, resources have been described as “anything that could be thought of as a strength or weakness of a given firm” which includes tangible and intangible assets (Wernerfelt, 1984, p.172); as skill-based competencies (Hall et al., 2003) tie collective learning embodied in 'core competencies' (Prahalad & Hamel, 1990); or core skills (Klein et al., 1991). An organisation's resources are seen by Barney (1991) as a combination of all assets, capabilities, organisational processes, organisational attributes and information and knowledge.

Collis (1994) described resources as either assets or capabilities. Assets may be tangible or intangible while capabilities include skills and accumulated knowledge exercised through organisational routines (Nelson & Winter, 1982; Teece, 1998).

Galbreath (2005) stated that resources could be broken down into two fundamental categories: (1) tangible resources and (2) intangible resources. Tangible resources include those factors containing a financial or physical value. Intangible resources, on the other hand, include those factors that are non-physical (or non-financial).

The resource constructs are conceptualised as:

(1) Tangible resources, which include: (a) financial assets (Grant, 1991) and (b) physical assets (Grant, 1991).

(2) Intangible resources that are skills which include capabilities (Amit & Schoemaker, 1993; Day, 1994; Hall, 1992).

Hall (1992, 1993) suggests that intangible resources are essentially broken down into two forms: assets and skills (or capabilities). The intangible resource, which is something that the organisation 'has', is an asset. If the intangible resource is something that the organisation 'does', it is a skill or capability. However, distinguishing between assets and capabilities may not be so easy (Andersen & Kheam, 1998). There appears to be a fine line between whether a specific intangible resource is, in fact, an asset or a capability. However, Hall's (1992, 1993) approach is to identify intangible resources as either assets (what the firm has) or capabilities (what the firm does).

Resources are broken down into three fundamental categories:

- Tangible resources, which include: financial assets and physical assets.

- Intangible resources – assets which include intellectual property assets, organisational assets and reputational assets.
- Intangible resources – skills which include capabilities.

In a sporting context, the conceptualisation of the NFs' sport resources is based on Grant (2008) including tangible and intangible resources and human resources. The tangible resources include financial (funding, sponsorship, cash) and physical resources include buildings, facilities etc. An intangible resource includes reputation and capacity for development. Regarding the intangible resources in this study, capabilities will be measured as intangible resources (Amit & Schoemaker, 1993; Day, 1994; Hall, 1992). In addition, human resources include athletes, technical staff and officials.

It is worth noting that resources in NFs include human resources, which can be described as the quantity and experience of people within the NF's structure, such as athletes, board members, administrators, coaches, technical officials and sports experts. Physical resources, on the other hand, describe the infrastructure that an NGB has in order to run its sport, such as training and competition facilities, office building facilities, office equipment and technology and sports equipment and uniforms. Financial resources are exemplified by revenues and incomes generated by membership fees, fundraising activities, sponsorship contracts and TV rights. Intangible resources or capabilities can be seen as the skills and the knowledge the human resources have to use the resources.

Physical resources include tangible assets such as a land and infrastructure assets such as buildings, facilities, information communication technology, physical networks and other equipment (Barney, 1991).

In NFs, physical resources are training and competition facilities, office buildings, technology, sports equipment and uniforms. Physical resources play a vital role in improving performance. Simply put, an NGB or any sports organisation needs support services, sophisticated equipment and facilities to nurture elite performance in international competitions (SPLISS, 2006). Moreover, Bayle & Madella (2002) identified physical resources, communications and infrastructures as the key success factors in sports organisations. Furthermore, Madella (1998) reported that physical resources (technology, logistics and production factors) affect the performance of Italian sports federations.

The SPLISS (2006) study highlighted that training facilities are one of the key pillars that lead to success in international sports performances. Robinson & Minikin (2011) identified how physical resources such as facilities and equipment, and training and competition facilities were one of the dimensions affecting performance in a sports organisation.

The second resources are referred to as financial resources and the ability to develop and deploy them. It includes membership fees, sponsorship, and revenues from other resources. Governmental authorities across the globe spend large sums of money to compete against other countries to achieve superior sports performances. In NFs, the ability of board members to attract resources has been emphasised by Houlihan (2005) and Smith and Shen (1996) as a factor, combined with other resources, that is linked to higher sports performance.

Bayle & Madella (2002) identified finance as one of the key success factors in a sports organisation. In addition, the SPLISS (2006) reported that financial support is a pillar leading to success in international sporting performance. Furthermore, researchers like Chelladurai (1987); Frisby (1986) and Koski (1995) determined that financial resources were a dimension of performance. Moreover, Bayle & Madella (2002), Madella et al. (2005) and Winand, Zintz, Bayle & Robinson (2010) highlighted finance as a factor affecting performance in a sports

organisation. Clumpner (1994) suggested that financial support was a major factor responsible for international success. More importantly, Shibli, et al. (2012) noted that population size and wealth only account for approximately 50% of the success at the Olympic Games and highlight the success of Cuba, which has won 67 gold medals, primarily in the sport of boxing.

As a result, governments have become more willing to intervene directly in elite sports development by making considerable financial investments, thus leading to the increasing institutionalisation of the elite sports systems (Houlihan & Green, 2005; 2007).

Regarding human resource, Leonardsen (2007) mentioned that individual members of an Olympic Sports Organisation (OSO) consider the vital resource of the organisation. This importance stems from the fact that human resources are essential for the efficient operation of the organisation and are needed to obtain other resources such as money. Also, Human resources management (HRM) is, therefore, the means of optimising the activities of the members, or human resources, of an OSO so that it can achieve its mission and goals under optimal conditions. In addition, it is a way of using members for the benefit of the organisation. HRM is an important component of general management, and as such, it needs to serve the mission and objectives of the OSO.

According to Misener & Doherty (2013), human resources have a higher importance for the goal achievement than the other resources. Sports organisation can have different types of human resources: volunteers, paid staff, and people in other forms of employment (e.g., trainees). According to Doherty and Carron, (2003), volunteers can be subdivided into volunteers with key administrative positions and volunteers with secondary positions. A central volunteer at the board level could be a president, a vice-president, a treasurer, a secretary, an athletic director, a spokesperson etc. These volunteers can be responsible for budgeting, for strategic planning, fundraising, and for decisions about the sports supply. At the execution

level, coaches, judges, and referees are responsible for training sessions and competitions and as such are considered central volunteers. These groups (i.e. volunteers, paid administrative staff, contracted professionals, officials) have to work together in order for the NFs to deliver their services.

The individuals mentioned above need to be managed and directed by Human Resources Management (HRM) to ensure effective utilisation and development. HRM practices that promote employee participation improve an organisation's economic performance. Moreover, HRM must be conducted by professional managers.

Bayle & Madella (2002) identified the human resource as one of the key success factors in a sports organisation. In addition, Vail (1986) highlighted that human resources is the central dimension of performance in NFs. In addition, Madella (1998) considered human resources (athletes, coaches, officials and sports staff) in assessing the performance of Italian sports federations. Researchers like P. Chelladurai (1987), Koski (1995) A. Madella et al. (2005), Papadimitriou (2002), and Robinson & Minikin (2012) studied human resource to assess performance in a sports organisation.

2.6.2 Capabilities in NFs

Governance: In recent years, there has been a considerable concentration on this collective aspect of management, which generally falls under the heading of organisational governance. Corporate governance indicates the system and processes for ensuring accountability, probity and openness in the conduct of an organisation. These processes may be board member selection, monitoring and evaluation, the capability of the board or committee to effectively implement proper policies, board motivations, board structures and performance.

Sawyer & Judge (2008) argue that governance refers to how governing bodies are directed and controlled. The governance mechanism (formal documents, organisational structure) specifies

how rights, authority, and responsibility are distributed among the participants in order to monitor performance and achieve goals.

Camy and Robinson (2007) acknowledge that governance can be difficult to define but it can be observed through its practice within the organisation. It associates with the use of power to direct, control and regulate activities dealing with a high-level of strategy, policy direction, transparency and accountability. It is also not concerned with day-to-day activities, which are the responsibility of management. On the other hand, some researchers like Ferkins, Shilbury, & McDonald (2005) and Kikulis et al. (1995) defined sport governance as “The responsibility for the functioning and overall direction of the organisation and a necessary and institutionalised component of all sports codes from club level to national bodies, governmental agencies, sport service organisations and professional teams around the world”.

The Australian Sports Commission (2004) identifies three keys functions of sports governance as follows:

- Ensuring that an organisation develops strategic goals and direction.
- Ensuring that the board monitors the performance of the organisation to ensure that it achieves the strategic goals.
- Ensuring that board acts in the best interests of the members.

In accordance with the above discussion, governance is a function carried out by the management board, as “the board theoretically is the crucial lynchpin at the head of the organisation; in practice, the board is also the point at which the buck stops” (Pye, 2014, p. ??). Pye also considered the board as the highest decision-making level in an organisation.

In sports management literature, governance is considered to be one of the most influential elements for the success of a non-profit sports organisation (Balduck, 2009). Governance

guides the efficient, effective and ethical management of sport. Also, it will not solve all the problems faced by the Olympic Sports Organisation (OSO), but it may establish the conditions necessary for success by enabling the OSO to make the most effective use of resources and by allowing the OSO to consider fully the interests of the stakeholders of the organisation. Ferkins & Shilbury (2012) added that increasing focus on governance research signifies the importance of professionally delivered sports services to communities and implementing contemporary governance practice potentially leads to an increase in the coordination and more efficient provision of sporting opportunities in many communities.

Sawyer, Bodey, & Judge (2008) mentioned that good governance requires efficiency and effectiveness. This means processes must be developed to produce results that meet member needs in a way that makes good use of human and physical resources. When information is freely available and accessible to affected members then the governing body is transparent. Following the rules involves applying rules in an impartial manner during decision-making and enforcement. In general, a governing body is accountable to those affected by its decisions or actions. Accountability cannot be enforced without transparency and rule of law.

Management: Camy and Robinson (2007) mentioned that the effective management of Olympic Sports Organisations (OSOs) requires the OSOs to be organised in such a way that they are in a position to operate effectively. Management, as a pillar of the performance dimension, is assessed by the Readiness Assessment Tool (RAT) in the context of certain organisational elements (Operational Planning, Management of Programs, Risk Management, Competition Management, Reporting, Program Management, Meeting procedures, Record keeping and operational procedures).

Robinson and Minikin (2011) argued that Performance dimensions could be considered to be those functions of the organisation and its operation that contribute to its success. Vail (1986)

in her work, identified the organisational planning as a dimension of performance in Canadian NFs. In addition, Madella (1998), in assessing the performance of a single Italian sports federation, identified some key dimensions leading to success, such as support services (education, sports science), and administration (inter-organisational management, innovation). In line with the above, the SPLISS (2006) reported some pillars related to management leads to international sporting success, such as integrated policy development, talent identification, athletic and post-career support, coaching provision and coach development, international competition and scientific research. Furthermore, Papadimitriou (2007) stated that internal procedures are important to performance. Researchers like P. Chelladurai (1987), Koski (1995), Winand et al. (2010) emphasised the importance of management in successfully enhancing performance.

Culture: Organizational culture as a concept, it emerged in the 1970s and 1980s (Hofstede, 1981), and recently became one of the most influential and most controversial concepts in management literature (Crane, 1995; Jarnagin & Slocum, 2007). The concept of organisational culture has been seen very differently and there is no consensus regarding its definition (Ashkanasy, Broadfoot, & Falkus, 2000). For instance, culture theorists proposed various definitions related to norms and rituals, behavioural rules, shared values, beliefs and ideologies. Even though the variety of interpretations of this concept, there is a number of common themes and similarities can be observed in organizational culture research (Parker & Bradley, 2000). Firstly, some researchers attempted to establish frameworks to provide a conceptual foundation to study the organisational culture. Secondly, terms like values, beliefs and ideologies are seen as important to get clear understanding of an organisation's culture, therefore, the assessment of organisational culture is reliant on the values in the organisation. Thirdly, the significance of organisational culture and its values and ideology in innovations (managerial and technological).

It is worth noting that organizational culture is often cited as the main reason for the failure of organizational change. Researchers have proposed that while the tools, change strategies and techniques may be present, failure occurs due to no change of organisation's culture (Cameron & Quinn, 2006). Based on the findings of a number of studies, the successful implementation of culture change for corporate sustainability might be mainly reliant on the values and ideological underpinnings of an organisation's culture, and that these in turn influence how corporate sustainability is implemented and the types of outcomes that can be observed. Finally, it can be argued that sustainability is intrinsically linked to the culture implemented and values in the organisation.

Strategy: Robinson and Camy (2007) defines strategy as a plan for achieving long-term goals and objectives and allocating resources necessary for carrying out these goals. The need for strategic management within sport organisations first surfaced in Europe, but today it exists on every continent as a result of the globalisation of business and sport. Many National Olympic Committee (NOCs), International Federation (IFs) and NFs as well as other Olympic Sport Organisations have already implemented such procedures. Strategy can be represented as a simple five-step process consisting of preparation, diagnosis, objectives, planning and evaluation. Usually strategic plans are developed for a 4-year period. As this period comes to a close, the plan needs to be reviewed by the Board and Olympic sports organisation management and, if necessary, adapted for the next quadrennial.

Strategic plans can be motivated by internal factors such as vague objectives, poorly defined roles and responsibilities of participants, a lack of clear cohesion amongst activities and a need to clearly define priorities. The strategic plan should be a unifying tool for management and internal communication. It should encourage paid staff and volunteer involvement and a more effective collaboration between the two types of workers. It is also important to note that the strategic planning process is not just the domain of managers, rather it can be initiated and

promoted by elected members, such as the board. It may also be a request that comes from the membership. Internal factors can be important, but external factors are often the main driver of the development of a plan, such as the need to demonstrate good governance and to communicate goals, values and key objectives to partners.

Clarifying the role of strategic management in an organisation is an essential step that highlights the importance that stakeholders should place on the plan's development and implementation. Organising a meeting with volunteers and paid professionals, for example, could help validate the role and advantages of the strategic approach. In addition, a meeting with the Executive Board will be necessary to discuss the strategic planning process. Inviting an expert to explain the benefits, principles and methods of strategic planning may be useful, as may the director of another Olympic organisation who could explain the strengths and weaknesses of that organisation's strategic plan.

2.6.3 Competitive advantage

Robinson & Minikin (2012) stated that successful organisational performance requires an understanding of the competitive advantage and potential for success. They defined the competitive advantage as 'the strategic advantage that one organisation has over others that operate within its competitive industry'. They added that a competitive advantage of an organisation emanates from the resources and capabilities. Robinson & Minikin (2012) have reported that competitive advantage leads to a sustainable success and a lack of it causes a lack of success. Application of the RBV in sports research has primarily focused on sports leagues (Smart & Wolfe, 2003) or the more commercial aspects of sports management such as the work carried out by Amis, Pant, & Slack (1997) on sport sponsorship relations. However, the RBV appears particularly pertinent to an analysis of NOCs due to their external operating context. Robinson & Minikin (2012) reported that the competitive advantage of an NOC is unrelated to

cost reduction and differentiation, and they are thus rarely subject to changes in key stakeholders or the changing taste of the market, as promoted by the standard view of competitiveness (Lewis, 1981).

The other aspect of creating a competitive advantage is *organisational capabilities*. By this we mean ‘the ability of an organisation to utilise its resources to achieve an end result’ (i.e. what they can do) (Grant, 2008). Robinson & Minikin (2012) concluded that competitive advantage could arise from resources and the way that these resources are utilised. They state that competitive advantage is the strategic advantage that one organisation has over others that operate within its competitive industry. Generally speaking, the greater the competitive advantage that an organisation enjoys, the greater its likelihood of strategic success. It is worth noting that the competitive advantage of an organisation arises from the strategy adopted by the organisation.

According to RBV, success in the organisation is reliant on resources and how these resources can be used (capabilities). Wernerfelt (1984), in his influential work on the RBV of the firm, describes resources as “those (tangible and intangible) assets which are tied semi-permanently to the firm” (p. 55). This concept of the resource being tied to the firm is essential as it creates the control necessary for the resource to be able to be utilised to create competitive advantage. Wernerfelt (1984, p. 173) argued that ‘what a firm wants is to create a situation where its own resource position directly or indirectly makes it more difficult for others to catch up’.

In the case of a sustainable sports organisation, Arend & Levesque (2010) and Robinson & Minikin (2012) highlighted some features of resources that lead to sustainable success, namely:

- *Valuable in that they can lead to improved effectiveness.*
- *Rare among competitors.*
- *Imperfectly imitable in that competitors will face difficulty in duplicating the resource.*

- *Organisationally appropriable in that the organisation must gain value from the resource, rather than others in the supply chain. If any of these characteristics are not present or disappear, then resources will not create competitive advantage.*

In a sports context, success at the Olympic Games requires NOCs to have a system that produces athletes that are capable of competing on the international stage. In most countries, the NF of a sport primarily drives this system and it is, therefore, possible to argue that understanding whether an NOC is likely to be successful can be gained by an understanding of whether their NFs can create competitive advantage. For example, in most countries, NFs play a major role in talent identification and talent development, and if the NF does not have a system that creates world-class athletes, then the competitive advantage is impossible for an NOC. As such, the theoretical link between resources, capabilities and competitive advantage for an NOC is set out in Figure (2-2), which shows first that NFs are a key resource of an NOC, but more importantly that many of the NOC's resources that lead to competitive advantage are primarily developed by NFs.

Additionally, the resource-based view theory (Wernerfelt, 1984) aligns with the above. It states that the success of an organisation in achieving sustainability is mainly dependent on its resources and capabilities. Arguably, a sports organisation can ensure successful sustainability if it is able to create renewable resources and effective ways to use them (which is termed 'capabilities'). Based on the above, creating organisational sustainability in NFs requires good capabilities and sustainable resources.

2.7 Resources-Based View Theory

The resource-based view of the organisation (RBV) has gained, in the last decade, wide attention in the area of strategic management as well as in economics, organisational development, and even other fields. The RBV was first developed by Wernerfelt (1984), and

is built upon the theory that an organisation's success is mainly determined by the resources it owns and controls. Typically, resources can be defined as either assets or capabilities. Assets, which may be tangible or intangible, are owned and controlled by the organisation (Collis, 1994). Capabilities are an intangible sets of skills and accumulated knowledge and experiences exercised through organisational routines (Nelson & Winter, 1982; Teece, 1998).

The literature shows that organisational resources can be important factors in achieving a sustainable competitive advantage and successful organisation performance only if they have certain special characteristics (Barney, 1991). It is notable that the RBV's main prescription holds that only resources that are valuable, rare, inimitable and non-substitutable are capable of obtaining and sustaining a competitive advantage that builds superior performance. Such resources, which are characterised by the aforementioned attributes, are considered to be strategic, intangible resources (Amit & Schoemaker, 1993; Michalisin, Smith, & Kline, 1997).

According to the strategic management literature, the RBV theory is one of the central principles for the competitive advantage of the organisation. The RBV literature considers the organisation as a collection of heterogeneous resources, or factors of production or as bundles of resources including all inputs that allow the organisation to operate and implement its strategies (Barney, 1991; Penrose, 1995; Wernerfelt, 1984). The RBV of the organisation assumes that the organisation's internal processes create a resource that can create and sustain a competitive advantage (Bates and Flynn, 1995). However, very few empirical studies have been carried out on the relationship between organisation resources and capabilities and performance (Barney & Clark, 2007). Thus it is hard to know, of all the resources and capabilities controlled by the organisation, which of them might ultimately lead to the generation of a sustained competitive advantage (Barney & Clark, 2007).

In the management literature, the RBV theory of the organisation (Kor & Mahoney, 2004; Wernerfelt, 1984) is applied in this research to develop the theoretical understanding of the extent to which resources affect the sporting performance of NFs. The main reason behind selecting this theory is that it can be used to determine the strategic resources available to the organisation as well as the growing attention on it from a large number of scholars. It is also considered one of the most widely accepted theories in management literature (Newbert, 2007).

Edith Penrose (1959) was one of the first scholars to view the organisation's resources as an administrative organisation and a collection of productive resources which determine firm performance. She attempted to understand the firm and its resources and suggested firm-specific resources employed to explain the organisation's growth. Following Penrose's work, Rubin (1973) presented a firm as a collection or set of particular resources (activities) which enabled the firm to perform particular tasks. Rubin (1973) argued that firms must process raw resources to make them useful. Due to the questionable properties of Rubin's programming model on resources being formulated in the direction of firm growth, the study does not invite immediate attention from academic and practical audiences (Wernerfelt, 1984).

The resource-based view (RBV) has, within the last 50 years, been highlighted as a central framework which explains organisation growth theoretically, yet managers and researchers did not become aware of it until the 1990s (Newbert, 2007). The appreciation of RBV began with Prahalad and Hamel's (1990) paper on "The core competence of the corporation" published in Harvard Business Review. Inconsistent with Penrose's and Rubin's works, C. Prahalad & Hamel (1990) focused on resource exploitation (static resources, inimitable skills, technologies, and knowledge) which are deployed by firms.

The second important paper is one published in the Journal of Management in 1991 by Jay Barney entitled “Firm resources and sustained competitive advantage”. Barney (1991) argues that organisations compete on the basis of “unique” corporate resources that are valuable, rare, difficult to imitate, non-substitutable, and which create sustainable competitive advantage. Furthermore, in the short term, valuable and rare resources would attain a competitive advantage and organisations enjoy improved performance but for the organisation to sustain these advantages over time such resources must be inimitable and non-substitutable. Some resources, such as physical and technology, are easy to purchase. It is often argued that physical IT resources are unlikely to serve as sources of competitive advantage (Ray, Barney, & Muhanna, 2004). By developing and continuously adapting physical and technological resources or bundling these resources with other resources and capabilities, the organisation can survive and sustain a competitive advantage.

2.8 Research gap: originality

This section shows the research gap based on to relevant literature. It is worth noting that existing work has reviewed the relevant studies of sustainability in sports context in order to discover the research gap. The literature showed that research into sustainability and sport is limited and has primarily focused on aspects other than organisational sustainability. For example Leonardsen, (2007); Belli, (2008); Brymer, Downey, & Gray, (2009); Mallen & Chard, (2012); Pentifallo & VanWynsberghe, (2012); Trendafilova, Babiak, & Heinze, (2013) and O’Brien & Ponting, (2013) focused on the environmental dimension of sustainability in sport. Their studies outlined that sport organisations need to pay a lot of attention to the environmental practices and increase awareness of managers for greening initiatives in sport. Robinson, (2005); Walker & Kent, (2009); Reis & Higham, (2009); Babiak, (2010); Sheth & Babiak, (2010) and Trendafilova et al., (2013); highlighted the significance of the social aspect of sustainability in sports organisations, primarily focusing on the role of CSR activities in

improving the image of their organisations. In addition, Lawson (2005) focused on the sustainability of social and human development through sport while Dowda et al. (2005) investigated the sustained usage of the resources provided through a physical education programme. Arguably, there is no evidence of research that applies organisational sustainability to a sport context. Apparently, the literature has not discussed the organisational sustainability in sports organisations, notably in NFs. Therefore, it is evident that organisational sustainability in sport context demands more research.

The underlying premise in this study that NFs can be organisationally sustainable when they possess a system based on good capabilities and resources. It examines Egyptian NFs that are in charge of success of NOC for regional and international sporting stage in order to establish the extent to which they have sustainable resources and good capabilities and if, as a consequence, they are organisationally sustainable. This will be undertaken by assessing the resources and capabilities that these organisations have in place as these represent the main key elements of organisational sustainability according to Shediak-Rizkallah & Bone (1998); Swerissen & Crisp (2004) and Sarriot et al. (2015).

This thesis provides an explanation as to why the Egyptian NFs are unsuccessful sustainably by using the RAT for investigating their potential for creating sustainability. It also offers the first evidence to suggest that Egyptian NFs need more improvements in terms of resources and capabilities to create a strong sports system leading to sustainable success.

2.9 Summary

This chapter discussed the relevant literature that has been carried out in sustainability and organisational performance in NFs. To start with, the chapter reviewed the definition and concepts of sustainability and organisational development to help understand the creation of organisational sustainability in Egyptian NFs. The chapter then presented the literature that has

evolved on performance in NFs and identified the factors affecting their organisational performance. Furthermore, it demonstrates the assessments of sports organisations generally and NFs in particular. The chapter discusses the resources, capabilities in NFs to create organisational sustainability and most relevant theory (RBV) is presented. Then it concludes with section shows the research gap.

The next chapter (Chapter Three) describes the research methodology used in this research to answer the research questions by discussing how data were collected and analysed, as well as the justifications for the methods choices.

3 CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

The previous chapter reviewed the literature relating to organisational sustainability and organisational performance in NFs. This chapter will set out the methodological process to be used in the rest of the thesis. In order to do this, the methodological approaches used in the topic area will be discussed, prior to a justification of the chosen approach. It shows the research questions and provides an in-depth explanation of the research methods used and analysis of the collected data. In addition, it proceeds by describing the methodology and research design adopted to answer the research questions outlined. It demonstrates and justifies the mixed methods employed in this study.

The chapter concludes with a discussion on the interview as a research method, which is used to address the first research question. The Readiness Assessment Tool (RAT), which is tool utilised as a questionnaire for collecting data from the respondents in the quantitative stage to answer the second research question, is then discussed. Finally, the chapter ends with a brief summary which highlights the main points.

3.2 Research Questions

The research questions, set out below, are considered as a means of understanding the current internal environment of Egyptian NFs in terms of resources and capabilities that are in place. The answer to these research questions identifies the necessary requirements for NFs to be sustainable. In addition, it determines the organisational development level of the Egyptian NFs according to their abilities to create organisational sustainability. The following research questions have been formulated:

- What are the characteristics of a sustainable national sports federation?
- How might the Egyptian national sports federations become sustainable?

Generally, the methodology adopted in research determines the processes that are applied to address the research questions and achieve its objectives. It is worth noting that methodology means the accurate link between theory and research methods. Theory establishes the paradigmatic lens through which the researcher sees the world and requires the researcher to define both ontological and epistemological positions. In other words, “what there is to be known” and “how what is to be known can be known”. These positions help to inform the process by which the researcher defines a particular social theoretical approach and the set of research methods adopted (Guba & Lincoln, 1994). In addition, Howell (2013) suggested that methodology affects research methods and has a considerable impact on the outcomes of the investigation.

3.3 Research philosophy

The research philosophy simply refers to the use of argument in seeking reality and knowledge (Saunders & Lewis, 2012). Clarification by Howell (2013) of the difference between reality and knowledge shows that reality can be separate from, or a construction of, the mind while knowledge relates to the understanding and interpreting of facts emanating from data. There are various reasons why an understanding of philosophical research positions is vital. Firstly, it can help the researcher to identify the research design and methods, which are used in a particular study, and to determine the overall research strategy that is employed. This includes the type of collected data and data source. Secondly, knowledge of the research philosophy underpins and helps the evaluation of different methodologies and methods and facilitates the selection of the proper methods for a study (Easterby-Smith, Thorpe, & Lowe, 2008). Therefore, the research philosophy can influence the quality of the research (Neuman, 2014).

3.3.1 Types of Research Philosophy

According to literature, two major philosophical approaches are commonly used, namely: 'positivism' and 'phenomenology', which can be classified into objective and subjective; quantitative and qualitative; natural science and social science respectively (Howell, 2013; Lincoln and Guba, 2000 and Heron & Reason, 1997). However, the proponents of 'positivist' and 'phenomenological' positions describe fundamentally different ways of seeing the world and conducting research. Sometimes no single point of view can ever show the entire picture and there may be 'multiple realities'. This led to the beginning of 'pragmatism' in the late 19th to early 20th Century in the USA, which seeks to reconcile both objectivism and subjectivism; facts and values; accurate and rigorous knowledge and different contextualised experiences (Saunders et al. 2016).

This following section focuses on the philosophy of pragmatism, since other research philosophies are out of the scope of this study. The elimination of other philosophies will be evident as it discusses pragmatism in the next paragraph. Nevertheless, Table 3.1 includes a brief comparison of research philosophies with respect to ontology, epistemology, and methodology.

Table 3.1 Paradigms of Inquiry

<i>Item</i>	<i>Positivism</i>	<i>Post-positivism</i>	<i>Critical theory</i>	<i>Constructivist & Participatory</i>
ONTOLOGY <i>The form of reality. What can be known about reality</i>	Reality can be totally understood. Reality exists and it can be discovered. (Naïve realism)	Reality may only be understood imperfectly and probabilistically. Reality exists but humanity is unable to totally understand it. (Critical Realism)	Reality shaped by history. Formed by values that are crystallised over time. (Historical Realism) Breakdown of a clear distinction ontology and epistemology.	The reality is locally constructed. Based on experience although shared by many. Dependent on person/group changeable Participatory: co-created through the mind and the world.
EPISTEMOLOGY <i>The relationship between the investigator and what can be discovered.</i>	The investigator and the investigation are totally separate. Values are overcome through the scientific procedure. Truth is a possibility	Abandonment of total separation of the investigator and investigation. Objectivity still pursued.	The investigator and the investigated linked. Accepted that historical values influence the inquiry. Results subjectivity.	As critical theory. However, the findings are created as the investigation proceeds. Participatory: Paradigm findings are developed between the researcher and cosmos.
METHODOLOGY <i>How does the investigator go about finding out what he/she believed can be discovered.</i>	Scientific experiments based on hypothesis, they are usually quantitative. Conditions that confound are manipulated.	Multiple modified scientific experiments. Pursues falsification of hypothesis; may include qualitative methods.	Needs dialogue between the investigator and the subject of investigation. Structures may be changeable. Actions effect change.	Creates a consensus through individual constructions including the construction of the investigator. Participatory: similar methodologies can be employed (Primary action research)

Table 3-1: Research philosophies

(Source: Howell, 2013 p. 29, Lincoln and Guba, 2000 and Heron and Heason, 1997)

3.3.1.1 Philosophy of Pragmatism

Pragmatism is a distinctive American philosophy and generated by ‘founding fathers’ of American pragmatism, Justice Oliver (1841–1935), William James (1842–1910), Charles Sanders Peirce (1839–1914), Chauncey Wright (1850–75) and Nicholas St. John Green (Stuhr, 2000; Purcell Jr. and Erlanger, 2002) and is also linked to the writings of Mead (1863–1931) (Tashakkori and Teddlie, 1998; Creswell, 2003). Pragmatism as a term which comes from the Greek word pragma (pragma), which means action, from which the words ‘practice’ and ‘practical’ come (James, 2000). It is worth noting that belief, doubt and habit are the leading epistemological ideas in pragmatism (Peirce, 1877). In pragmatism, social reality and knowledge are dependent upon beliefs and habits. The pragmatic standpoint on ordinary knowledge is that it is shaped by human action. What people know about the world is shaped by what they do, can do and want to do in the world. In addition, this includes to a large degree what they know about what other are people are doing (Schutz, 1962).

Pragmatism claims that knowledge arises out of actions, situations and consequences, which are socially constructed by the processes of institutionalization, legitimization and socialization. This places managerial characteristics and perceptions at the core of any inquiry that seeks to understand organizational life.

This section discusses three main perspectives of pragmatism developed by Peirce, James, and Dewey.

Firstly, Pierce believes true knowledge is only true and viable if it can be measured and observed through empirically generated data. If an idea or a conception cannot be explained or elaborated through practical observation, that idea or conception cannot then be categorized as knowledge. Furthermore, Pierce adds that in order to conceive of the idea, we must take into account, the physical and measures sensations that we experience through the idea.

Secondly, William James's belief is it is necessary to have certain rules for an action. In addition, the thinker should be able to have ideas regarding the properties of the idea. The practical effects of the idea, and conduct of the object this way of James' thinking was greatly influenced by Peirce.

Thirdly, John Dewey's pragmatism sees thought as the instrument or tool that nature uses to make sense of situations, and thoughts are formed interconnected with previous thoughts. In addition, ideas are plastic and adaptable: ideas adapt and shape themselves based on any given situation. Human cognition is instrumental in shaping the ideas based on the overarching situation. For the purposes of this study, the structure of reality is assumed to be relative, subjective and dependent on human action. Moreover, data generated is subject to interpretation and thus can be altered by human action thereby making reality subjective. In addition, Human action is not fixed and predictable; in fact, human action alters based on memory of past experiences.

Dewey argues against classical philosophies, such as classical realism, because he believes that classical realism has divided reality into categories of true and not true. Dewey believes that the only reality is nature and nature is constantly in state of flux; therefore, our knowledge of nature or in this case, reality is also consequently in a state of flux. True knowledge results from scientific research applied to the datum of experience and the only purpose of scientific research is the determination of the structure of reality. Dewey suggested that metaphysics be abandoned because metaphysics, the quest of immutable reality, is a waste since there is no such thing as an immutable reality.

Peirce and James's philosophy that has been categorised as pragmatism, and is grounded in experimentation and verification. In other words, according to James' and Peirce's pragmatism, ideas of reality can only be formed if those ideas lead to measurable and observable actions.

Dewey's pragmatism, on the other hand, believes that reality is always in a constant state of flux and new realities are constantly created based on human actions. Dewey's pragmatism incorporates experimentation and verification but develops this by incorporating psychology and logic, where measurable and observable data is a consequence of experience and it is only such data that should be used in determining the structure of reality.

Pragmatism is proposed to be the best paradigm for justifying the use of mixed methods research (Tashakkori and Teddlie, 1998; Teddlie and Tashakkori, 2003; Rallis and Rossman, 2003), and this philosophy considers that the research question is more important than either the method used or the paradigm that underlies the method (Tashakkori and Teddlie, 1998; Teddlie and Tashakkori, 2003).

To summarise, Saunders (2009) outlines pragmatism as a separate philosophy, seen in terms of ontology, epistemology and methodology. For an ontology of pragmatism, the reality is external multiple; the view was chosen to best enable answering of research questions. Regarding the epistemology, both observable phenomena and subjective meaning can prove acceptable knowledge dependent upon the research question. In terms of methodology, it uses mixed or multiple method designs, qualitative and quantitative.

In pragmatism the research question is the most important consideration when determining the research philosophy because it has the provision to work within both interpretivist and positivist (Saunders et al., 2009). It has the ability to practically integrate various perspectives to support data collection and interpretation. Therefore, pragmatism guides the studying of different in-depth phenomena which are difficult to understand using only a qualitative or quantitative approach (Venkatesh, et al., 2013). It worth noting that the quantitative approach is mainly based on deduction while the qualitative approach is dependent on induction. However, a pragmatic approach is reliant on abduction reasoning that employs both induction

and deduction. In other word, it uses the qualitative and quantitative approach in the same research inquiry (Howe, 1988; Maxcy, 2003).

3.4 Research approaches

This study adopts two phase abductive approach a qualitative phase for inductive reasoning and a quantitative phase for deductive reasoning. The main reason for using two phases for this study is that the findings of the qualitative phase are essential for a quantitative phase to identify the requirements of sustainable National Federations to act as benchmarks of sustainability in NFs. Hence, the study collects quantitative data from the NFs in order to investigate the Egyptian NFs based on the benchmarks generated from the qualitative phase.

There are two approaches that can be utilised by researchers for carrying out their research: quantitative and qualitative. It is believed that these methods can contribute highly to management research. Also, they may be used either separately or together generating the “Mixed method research” (Creswell, 2009). The table below determines the differences between quantitative and qualitative in summarised points.

Basic of Comparison	Quantitative	Qualitative
Aims	Precision Generalisability Hypothesis testing	Deeper understanding Describing contexts Generating hypotheses, Discovery
Structure	Research procedures specified in advance	Flexible procedures evolve as pieces of data are gathered
Ontology	Researcher assume that a single, objective word exists	The researcher assumes that multiple, subjectively derived realities can coexist.
Epistemology	Positivism	Interpretivism
Setting for data gathering	Office, agency or via mail or the internet	Natural environment of research participants
Research approach	Deductive	Inductive
Sample size	Larger	Smaller
Sample type	Random, probabilistic sample	Purposeful, key informants
Most likely timing in investigating phenomena	Later, after familiarity with phenomenon has been established	Early, to gain familiarity with phenomenon

Emphasise on objectivity or subjectivity	Objectivity	Subjectivity
Nature of data	Number	Words
Depth and generalizable of findings	More superficial, but more generalizable	Deeper, but less generalizable
Richness of detail and context	Less contextual detail	Rich description with more contextual detail
Nature of data gathering methods emphasised	Various, but highly structured	Lengthier and less structured observations and interview
Types of designs and methods commonly used	Experiment, Quasi-experiments, Single-case designs, Surveys	Ethnography - Case studies - Life history - Focus groups - Participatory action research - Ground theory
Data-gathering instruments emphasised	Closed-ended items in questionnaires and scales	Open-ended items and non-standardised interviews with probes
Labour intensiveness of data collection and analysis for researcher	Less time-consuming	More time-consuming
Data analysis process	Statistical analysis	Pattern and content analysis non-numerical data such as categorising data
Ease of replication by another researcher	Easier	More difficult
Relationship between researcher and subject	Distant/ outsider	Close/ insider

Table 3.2: Qualitative and Quantitative approach. Rubin and Babbie, (2012)

This study adopts a mix between qualitative and quantitative methods in order to address the research questions. Generally speaking, mixed methods seen as a type of research strategy combine philosophies, qualitative and quantitative approaches, data collection techniques and analysis (Creswell, 2009; Gratton & Jones, 2004; Plano Clark & Creswell, 2008; Plowright, 2011)

Adopting a mixed methods approach has the following advantages. Firstly, it is used for multiple- purposes, providing solid evidence findings (Saunders & Lewis, 2012; Gratton & Jones, 2014). Secondly, it is helpful in answering a research questions for which quantitative or qualitative approaches are not enough to answer the question (Plano, Clark & Creswell, 2008). Thirdly, it helps to generalise the results. It also enables the researcher to conduct research with flexibility and integrity (Harrison & Reilly, 2011). Finally, it combines both

qualitative and quantitative, which helps to understand the phenomenon comprehensively (Creswell, 2009; Plowright, 2011).

To sum up, this study adopts the philosophy of pragmatism using a mixed methods approach with both qualitative and quantitative research.

3.5 Research design

As has been mentioned in an earlier section, the way of finding answers to research questions is influenced by the research philosophy and approach. The research questions will subsequently inform the choice of research strategy, choices of data collection techniques and analysis procedures and the time horizon in which the research study is undertaken (Saunders et al., 2009). There is a plan for a research study to examine and find out answers to research questions, which is known as research design (Rousseau and Fried, 2001). The purpose of research design is to provide a plan that permits accurate assessment of the subject being investigated and determine the scope of the study.

The research design of this study is presented in Figure 3-1, below, as a four stage process. The orange coloured boxes denote research activities in the conceptual stage (Stage 1), the green colour boxes denote research activities related to the qualitative phase (Stage 2), the purple colour boxes denote research activities related to the quantitative phase (Stage 3) and the yellow colour boxes denote activities in the conclusion stage (Stage 4). In Stage 1, a general literature review was carried out to frame specific research questions and research objectives. In addition, it also helps to obtain a general understanding of the subject being investigated at large.

Figure 3-1 Research Design

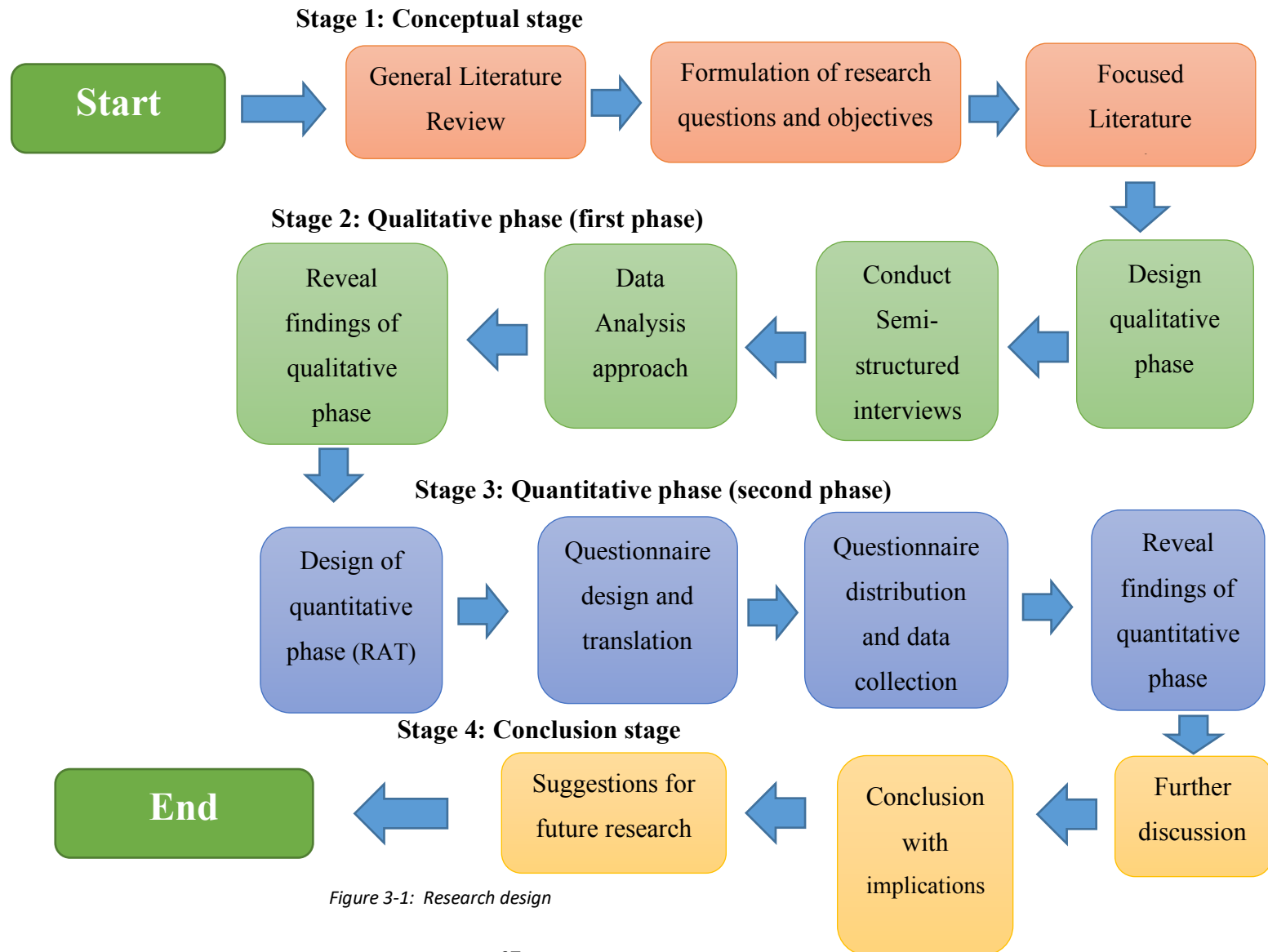


Figure 3-1: Research design

Stage 2 comprises the research activities of the qualitative phase. Semi-structured interviews were used to collect data and create the benchmark of a sustainable National Federation based on thematic analysis outcomes.

The questionnaire survey Readiness Assessment Tool (RAT) was used for data collection in Stage 3 of the study. It then shows how the findings of the quantitative phase provide more meaning to the findings of the qualitative phase.

The Stage 4 or the final stage discusses the findings. It provides theoretical and practical contributions and implications along with further research suggestions.

3.6 Research Strategies

A mixed methods approach helps to integrate different perspectives in the subject being investigated using two or more research strategies so that different aspects of the investigation can be merged (Bryman, 2007).

Venkatesh et al. (2013) argue that there are three main strengths in mixed methods research. Firstly, it addresses confirmatory and exploratory research questions at the same time, qualitatively and quantitatively. Secondly, it can provide stronger inferences than a single method. Thirdly, it gives an opportunity for a greater variety of different and/or complementary views.

According to Chris and Gratton (2004), there is a lack of mixed methods research in the sports field. Therefore, conducting this research using a mixed methods strategy is considered one of the contributions of this study. Table 3-3 presents the purpose of mixed methods research.

Purpose	Explanation
Complementarity	Mixed methods are used in order to gain complementary views about the same phenomena or relationships.
Completeness	Mixed methods designs are used to make sure a complete picture of a phenomenon is obtained.
Developmental	Questions for one strand emerge from the inferences of a previous one (sequential mixed methods), or one strand provides hypotheses to be tested in the next one.
Expansion	Mixed methods are used in order to explain or expand upon the understanding obtained in a previous strand of a study.
Corroboration/ Confirmation	Mixed methods are used in order to assess the credibility of inferences obtained from one approach (strand).
Compensation	Mixed methods enable compensation for the weaknesses of one approach by using the other.
Diversity	Mixed methods are used with the hope of obtaining divergent views of the same phenomenon.

Table 3.3: Purposes of mixed methods. (Source: Venkatesh et al. 2013)

The mixed methods approach is used in this research in order to find theoretically acceptable answers to research questions and achieve research objectives. The main idea behind using a mixed methods strategy is to expand upon the outcomes obtained through a qualitative phase of the study.

According to Creswell (2009) and Plano, Clark & Creswell (2008), there are six types of mixed methods studies, namely: concurrent, embedded, transformative, multi-phase, sequential exploratory and sequential explanatory. The most common types are a sequential exploratory and a sequential explanatory. A sequential exploratory strategy starts by collecting the qualitative data followed by the quantitative data, and this type is used for this study. On the other hand, a sequential explanatory strategy starts with the collection the quantitative data and then qualitative data.

3.7 Data

Researchers may use primary data and secondary data. Primary data is collected for a specific issue. It can be analysed either: qualitatively, using methods such as interviews, semi-structured or unstructured, focus groups, observations, and case studies; or quantitatively, using questionnaires and structured interviews. Secondary data is available to any researcher to obtain what is required, and consequently it is not created for specific topics. Secondary data embraces raw data and published summaries (Saunders & Lewis, 2012). Based on the research questions and objectives, this study employs primary data.

3.8 Research methods

It is important to choose the suitable research methods for conducting research (Morse, 2003). The nature of the research questions and objectives demand the use of specific research methods for qualitative and quantitative phases of this study. Figure 3.2 demonstrates the research instruments used in both qualitative and quantitative phases.

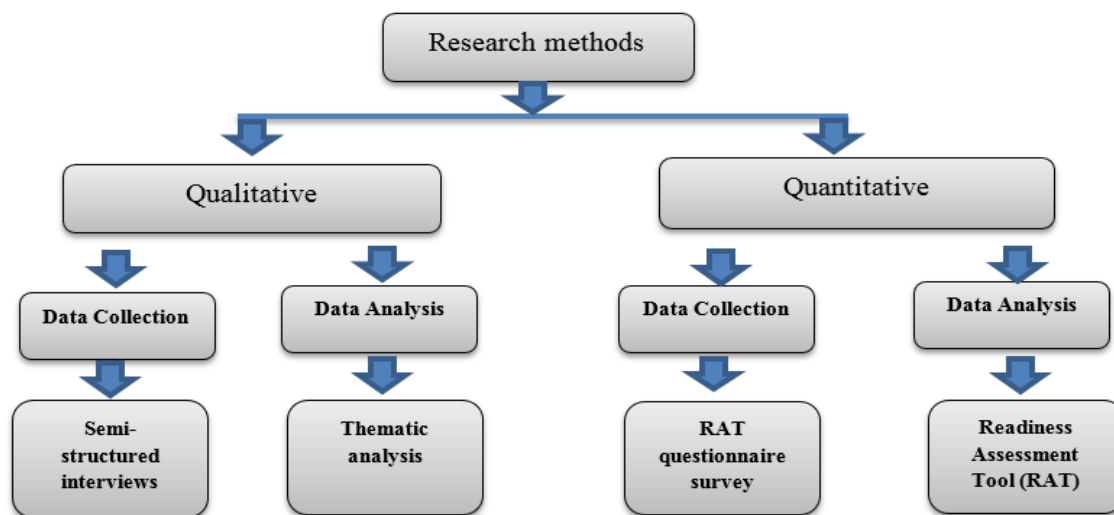


Figure: 3-2 Research methods adopted

The qualitative data were collected using semi-structured interviews. The semi-structured interview method was suitable for this study over alternative data collection methods such as observations, focus-group discussions and Delphi technique since this has some advantages to

the qualitative phase of this study. Firstly, Semi-structured interviews were helpful in confirming what was already known and reveal new themes by allowing interviewees the freedom to express their views in their own terms (Flick, 2009). Secondly, having a one-to-one interview provides the ability to obtain in-depth details. Finally, a semi-structured interview encourages two-way communication (Creswell, 2009). Thematic analysis is used to analyse qualitative data collected through semi-structured interviews by NVivo 11 Pro.

The Readiness Assessment Tool (RAT), developed by Robinson and Minikin (2011), is used to produce a questionnaire which is used to collect data for the quantitative phase of this study. RAT is used in this study for a number of reasons. Firstly, it measures all the main pillars of organisational activity (Robinson & Minikin, 2011). Secondly, the pillars contain organisational elements that help the assessment process become more coherent and comprehensive. Thirdly, it runs against predetermined benchmarks.

The following section discusses the research methods used in this study in detail. It starts with an interview because it answers the first research questions of the characteristics of sustainable National Federations. It then considers the RAT questionnaire in the quantitative stage of this study, which is used to address the second research question of the extent to which Egyptian NFs are able to create organisational sustainability.

3.8.1 Interview

An interview can be defined as a conversation between people, one of them acting as a researcher (Gray, 2009). The main purpose of conducting an interview is to collect primary data using questions that reveal what the participants do, think, and feel (Collis & Hussey, 2009, 2010)

In a sports context, Gratton & Jones (2004) classify interviews into four categories: structured, semi-structured, unstructured, and group interview or focus group. For the structured interview, there is a standard structure and a determined set of questions. A semi-structured interview uses a standard set of questions as well, but it has more flexibility in terms of the sequence of the questions. The respondent leads an unstructured interview as the researcher has only a general idea about the issues that have to be covered. It is worth noting that this type of interview has a lack of focus, which affects its reliability and validity. Focus groups are conducted with a group of people who interact and share thoughts and perspectives. It is worth noting that the focus group is usually semi-structured.

According to the interaction between the interviewee and respondent, Saunders et al. (2009) classify interviews into the main different methods, namely: one-to-one and one-to-many. One-to-one interviews are conducted in three possible ways: first, meeting the interviewees face-to-face, which gives the researcher the opportunity to understand, repeat and clarify the questions (Bryman, 2008); second, telephone interviews; and third, online interviews. For the telephone and online interview, it helps the researcher to carry out a number of interviews from different geographic areas and is cheaper (Cooper & Schindler, 2014). Regarding, one-to-many interviews, these are also known as focus groups. In focus group, the researcher acts as a facilitator who guides and manages the group and the group shares feelings, experiences and thoughts. In this study, the researcher used the semi-structured using telephone and online interviews to collect the data for the qualitative stage.

3.8.1.1 Semi-structured interviews

Different types of interviews are used in qualitative research (Robson, 2002). The semi-structured interview technique has been selected for qualitative data collection over the other alternative techniques available, as justified earlier. Semi-structured, in-depth interviews were

regarded by the researcher as being the most appropriate tool for creating the benchmark of sustainability in Egyptian NFs. In-depth interviews were considered as enabling the researcher to capture the reality as experienced by the individuals engaged in day-to-day and strategic activities and thus were deemed appropriate to inform the present study. In addition, in-depth interviews were regarded as offering the opportunity for the researcher to fully understand an organisational sustainability in a sports context where there is little or no empirical-based literature. The main reason for adopting semi-structured interviews was that this particular methodological tool has the capacity to elicit detailed information on the needs for NFs to achieve sustainability or survive, while at the same time it allows the researcher to maintain a degree of control over the line of questioning (Minichiello, Aroni, & Hays, 2008).

Semi-structured interviews allow the respondents to answer on their own terms, while at the same time provide a better structure for comparability. Similarly, Marshall & Rosman (2011) refer to this method as the topical approach, which involves the researcher using an interview guide providing a list of topics or questions for discussion. According to Marshall & Rossman (2014), this type of interview is the most common in qualitative studies, and one of the strengths of this method is that the researcher uses those topics to help uncover the views of the participants, but at the same time the researcher should respect the way the respondent develops and structures the responses. The use of an interview protocol when conducting an interview, however, was also proposed by Creswell (2013), who suggested that researchers should develop some open-ended questions which are a narrowing of the central question and sub-questions in the research study, with such questions being regarded as the core of the interview protocol. The interview can be found in Appendix 2

The literature review assisted in designing the interview template to cover different aspects included in the conceptual framework. A set of questions was developed for semi-structure interviews and gave the opportunity for participants to tell their own experience and

perceptions. The interview focuses on investigating organisational sustainability and its components in NFs. 16 questions were designed to cover the topics of organisational sustainability and its importance, characteristics of sustainable NF, resources and capabilities needed for sustainability.

3.8.1.2 Translating an interview

It is necessary for researchers, who apply their studies to a different language context, to translate the original interview questions into the target language. They can employ back-translation as a technique to obtain a target interview questions (Saunders et al., 2009).

In the current study, the interview questions needed to be translated into Arabic. The researcher has adopted the back-to-back translating process. In reality, the questions of the interview have been first translated into an Arabic version, and then the new Arabic version was sent to the translator to translate it back into English. Once these steps were completed, an independent translator and the researcher, who is fluent in English and native speaker in Arabic, compared the two versions and modified them accordingly.

3.8.1.3 Sampling technique

Sampling techniques can be divided into two types: probability or representative sampling; and non-probability or judgemental sampling, which are used to answer different forms of research questions. Non-probability or non-random sampling offers a variety of techniques that enable researchers to select their samples based on their subjective judgement (Saunders et al., 2009). Quantitative sampling tends to select randomly from the study population, but a qualitative sample seeks to select a specific sample of participants that would assist in obtaining in-depth information to help in answering the research questions (Miles and Huberman, 1994). Jones and Gratton (2004) state that qualitative research aims to explore issues in-depth rather than

generalising results, and therefore using a random sampling technique in qualitative research would be inappropriate.

In the exploratory stages of research, a non-probability sample is the most practical technique. The choice of sampling technique depends mainly on the research questions, objectives and choice of relevant research strategy, as the sample should provide researchers with an information-rich study that can enable them to explore research questions and gain theoretical insights (Saunders et al., 2009).

There is no specific guide regarding the number of respondents needed in the sample. Yin (2003) states that researchers usually reach saturation after interviewing 8 participants. However, Guest et al. (2006) state that for research where the aim is to understand commonalities within a fairly homogenous group, 12 in-depth interviews should be sufficient, although they also note that 12 interviews are unlikely to be sufficient where the sample is drawn from a heterogeneous population or the focus of the research question is wide ranging. Saunders et al. (2009) suggest to continually collect qualitative data such as by conducting additional interviews until data saturation is reached; in other words, until the additional data collected provides few, if any, new insights. Moreover, Luborsky and Rubinstein (1995) state that in a qualitative study, it is unnecessary to determine the sampling size and techniques in advance, as they are to be discovered throughout conducting the fieldwork.

This study adopted a purposive sampling technique over other techniques available under non-probability sampling methods. Purposive sampling occurs when the researcher selects cases that are particularly informative; it allows the researcher to use judgement in selecting cases that will best enable the research questions to be answered and the research objectives to be met (Saunders et al., 2009).

Sampling technique	Likelihood of sample being representative	Types of research in which useful	Relative costs	Control over sample contents
Quota	Reasonable to high, although dependent on selection of quota variables	Where costs constrained or data needed very quickly so an alternative to probability sampling needed	Moderately high to reasonable	Relatively high
Purposive	Low, although dependent on researcher's choices: extreme case heterogeneous homogeneous critical case typical case	Where working with very small samples focus: unusual or special focus: key themes focus: in-depth focus: the importance of the case focus: illustrative	Reasonable	Reasonable
Snowball	Low, but cases will have Characteristics desired	Where difficulties in identifying cases	Reasonable	Quite low
Self-selection	Low, but cases self-selected	Where exploratory research needed	Low	Low
Convenience	Very low	Where very little variation in population	Low	Low

Table 3.4: Sampling techniques. (Source: Saunders et al. 2009)

As in purposive sampling technique, the suitable interview participants were identified through NFs contacts. They were contacted over the phone and by email, and the research topic, research questions, objectives and purpose of the interviews were explained, in order to obtain their informed consent to participate in the interviews. Out of 18 semi-structured interviews carried out, interviews were conducted using the phone and online means such as Skype. All interviews were audio recorded with the consent of participants for word-for-word transcribing purposes.

No	Designation of the interviews participant
1	President of Handball NF
2	President of Pentathlon NF
3	President of Triathlon NF
4	Sec General of Triathlon NF
5	President Clubs Committee in Football NF
6	Weightlifting District President
7	Boxing district president
8	Handball district board member
9	Expert
10	Consultant (Football NF)
11	Consultant
12	Expert
13	Expert
14	Expert
15	Expert
16	Expert
17	Expert
18	Expert

Table 3.5: Interviewees in this study

3.8.1.4 Interview analysis

All the interviews were recorded after having gained permission from the interviewees. This procedure was necessary to facilitate both the process of translation and transcription of their responses for the data analysis. All interviewees were assured confidentiality and were told that their names would not be identified in the transcripts of the interviews. A small number of interviews were conducted in English, but the rest were carried out using an Arabic language, then the responses provided by the interviewees were translated into English. For the data analysis, NVivo 11 Pro software was used. Nvivo 11 Pro helps in the process of structure, coding and analysing the data (Mackey and Gass, 2012). As noted by Dembkowski & Hanmer-Lloyd (1995), using analysis software can assist in importing transcripts, storing and coding the data, searching and retrieving text segments, and building a relationship with the data. This will be discussed in detail in the qualitative analysis chapter.

3.8.2 Questionnaire Survey with (RAT)

A questionnaire is deemed the central tool in collecting data and it is the most widely used tool in social sciences research (Lancaster, 2005). Simply, the survey is a method associated with the deductive approach and it helps to collect a huge amount of data (Saunders & Lewis, 2012). It is more suitable for descriptive or explanatory research and in some cases is appropriate to exploratory research, especially when it seeks to explore rather than to assess causality (Saunders, Lewis, & Thornhill, 2007).

There are two main kinds of survey: descriptive and analytical. The descriptive survey is created to measure the characteristics of a particular population and identify and find out something new. This type of survey can be analysed quantitatively and qualitatively depending on the research questions. On the other hand, an analytical survey seeks to test a theory and to discover a relationship between variables. This type of survey should be analysed quantitatively (Gray, 2009; Jones, 2004). For the purpose of the study, it seeks to find out the extent to which Egyptian NFs can create organisational sustainability.

There are two methods of administering a questionnaire survey. The self-administered questionnaire means that the researcher can deliver and collect the questionnaires by using either the Internet-mediated questionnaires or intranet-mediated questionnaires, or by postal or mail questionnaires, or by hand-delivery and collection questionnaires. With interviewer-administered surveying, on the other hand, the interviewer meets each respondent and records the interview. An interviewer can contact the respondents by telephone or meet them face-to-face (Jones, 2004; Saunders & Lewis, 2012). In this study, data were collected from Egyptian NFs using self-administered questionnaires which were hand-delivered and hand-collected.

3.8.2.1 Designing the Questionnaire (RAT)

Gratton and Jones (2004) and Brace (2004) stated that a questionnaire is considered to be a communication tool which controls the dialogue between the researcher and the respondent. To obtain high-quality and correct data, the researcher needs to manage and design the questionnaire in a proper way. To answer the research question and the Readiness Assessment Tool (RAT) is employed to collect the data. The RAT was developed by L. Robinson & Minikin (2011) and adopted as a questionnaire for evaluating the resources and capabilities of The Egyptian National Federations (NFs). The questionnaire was designed, in accordance with RAT, to assist sports administrators in assessing what elements a sports organisation has in place across eight pillars, identified as being typical of sports organisations. The tool provides an objective assessment that leads to recommendations for use in developing strategic plans for sports organisations while prioritising the application of resources by national and regional sports organisations and National Olympic Committees.

The purpose of this study is to understand the extent to which Egyptian NFs can create organisational sustainability. This is done by reviewing the capabilities and resources they have in place. RAT audits Egyptian NFs across organisational development levels; 0= No development; 1= Basic development; 2= Moderate development; 3= High development; 4= professionalised development.

The twenty-two Egyptian National Olympic Federations included in this research are recognised by the Egyptian National Olympic Committee and all of them send their teams to the Olympic Games. RAT has been translated into Arabic, which was verified by a bilingual specialist and completed by executive directors with one or two board members in most of the NFs included in this study. The data were collected using a paper-based version of the questionnaire. The results of this analysis by each NF have been averaged to give an overall

picture of Egyptian National Olympic Committee (NOC), and the results were then compared against the benchmark of sustainability, which was created by the first phase of the research. RAT was used in this study for a number of reasons. Firstly, it measures all the main pillars of organisational activity, according to L. Robinson & Minikin (2011). Secondly, the pillars contain organisational elements that help the assessment process to be more coherent and comprehensive. Thirdly, it runs against predetermined benchmarks. Lastly, it identifies the gaps between actual levels of development and what is required for NFs to deliver services and activities.

The Readiness Assessment Tool (RAT) is an online tool, originally presented in the English language. In addition, in order to be suitable and applicable for a management board and managers in the Egyptian NFs, it has been translated into the Arabic language with more updating and refinements based on the special nature of the Egyptian sports system and the Egyptian environment. Therefore, in order to develop a questionnaire, some points should be considered, such as the appearance of the questionnaire, questions order, cover letter and the layout of the questionnaire.

Appearance

- The questionnaire (RAT) is printed as a booklet.
- Appropriate font size is used.
- The questionnaire is printed on good quality white paper.

Covering letter

- It includes information related to the research objectives.
- It explains the aim of research, which is to find out to what extent Egyptian NFs can create organisational sustainability.
- It explains the respondent's key role in ensuring the success of the study.

- It reassures that the respondent's information would be kept strictly confidential.
- It emphasises that the respondents' participation was voluntary and appreciated.

Both the Mansoura University logo and Plymouth University is used on the front page to create a positive image and to emphasise the academic nature of this survey. In addition, in order to enhance the study's credibility, the cover page includes the researcher's name and contact details for further inquiries.

3.8.2.2 *Layout of RAT*

RAT is divided into eight sections. Below are the eight pillars included in the survey, as follows:

Governance – including rules and regulations, policies and strategic planning.

Management – including organisational structure, role development.

Sports activity – including competition or preparing for completion, development programmes, training.

Communication – including methods used, responsiveness and technology available.

Finance – including record keeping, marketing and planning.

Physical resources – including equipment (sport and administrative), access to facilities and availability.

Human resources – including type and diversity as well as planning and management practices.

Values – cultural, attitudinal and behavioural values that are most essential at any given point of development.

Firstly, Section 1 aims to discover issues related to the components of the governance. There are ten questions for assessing governance. These questions aim to obtain information about the extent to which Egyptian NFs have good governance, which assists in creating organisational sustainability (ten questions). Secondly, Section 2 expresses how the day-to-day activities are managed and carried out in Egyptian NFs (nine questions). Thirdly, Section 3

seeks to get information about sports activity such as competitions and sports programs provided to athletes (nine questions). Fourthly, Section 4 refers to the technology used and methods of communication internally and externally (ten questions). Fifthly, Section 5 identifies the sources of funding NFs included in the study (ten questions). Sixthly, Section 6 finds out the physical resources that NFs have in place (ten questions). Seventhly, Section 7 explores the situation of human resources and the training programmes provided (nine questions). Finally, Section 8 aims to identify the prevalent and dominant values within Egyptian NFs (eight questions) – see RAT in Appendix 4

3.8.2.3 RAT benchmark of sustainability

Generally, the RAT benchmark emerged from a long study carried out by an expert panel made up of individuals from Olympic and Commonwealth Games organisations (e.g. the Australian Olympic Committee, the British Olympic Association; the Commonwealth Games, Scotland), those who support NFs financially (e.g. Olympic Solidarity, Oceania NOCs, Sports England, Sports Scotland) and those who manage NFs across a number of nations (L. Robinson & Minikin, 2012). The Readiness Assessment Tool (RAT) was developed specially to evaluate the levels of resources and capabilities of NFs and other sports organisations, and has been used extensively to assist with the planning and development of sports organisations. It is worth noting that Robinson & Minikin (2011, 2012) have described the evolution, development and refinement of the RAT.

The Egyptian National Federations (NFs) included in this study were evaluated against a matrix that sets out dimensions and their associated constituent elements across the five levels of organisational development. They are audited against what is perceived necessary for success at a particular activity or a benchmark. For this study, the NFs were evaluated against a benchmark of what it is perceived necessary for a sport to have in place in order to be a

sustainable organisation. This benchmark came from a long study conducted with NOC members, NFs presidents, NFs districts, experts and NFs consultants. Eighteen interviews generated the benchmark of sustainability based on the RAT pillars and associated elements. The interviewees were asked to identify the requirements that they perceived an NF needed to create a system leading to sustainability. The interviews were analysed generating a number of main requirements and associated features.

The interviews aimed to build benchmarks of sustainability in order to run the RAT. It is worth noting that while RAT has many benchmarks, they do not include those relating to sustainability, therefore, the interviews were very essential. The interviews and literature were able to generate some themes and associated items. The themes and items were carefully and accurately rephrased and shaped and in order to use for RAT, each element was given a degree or a level based on RAT scale from 0-4 with assistance with RAT developers. Eventually, a matrix of themes and associated items across of five levels of RAT is produced. This represented the benchmarks that were used to assess the Egyptian NFs. The responses from Egyptian NFs were compared against these benchmarks to find a gap.

3.8.2.4 Validity of RAT

Sekaran & Bougie, (2013) noted that testing a questionnaire before delivering to respondents helps the researcher to find out the extent to which the questionnaire is understandable and the time it takes to be filled out. According to Collis & Hussey (2009), validity means the extent to which the research results reflect accurately the topic of study. In addition, Saunders et al. (2009) noted that the resurvey questions should be understandable by the participants, and the answers provided by the participants should be understandable by the researcher. Saunders et al., (2009) suggested three major ways to validate a questionnaire, namely: content validity, construct validity, and external validity. For the content validity, Sekaran & Bougie (2013)

stated that it explains how well the variables and associated elements have been outlined. Moreover, it can be conducted by asking experts and experienced or specialised people to judge the dimensions and their elements. The construct validity is concerned with finding out the extent to which the items associated reflect latent constructs (Hair, Black, Babin, & Anderson, 2010). Finally, external validity relates to the research results, which means the possibility of generalisation of the data across populations (Cooper & Schindler, 2014). For this study, the content validity was used in validating the questionnaire (RAT).

In order to carry out the content validity of the study, the questionnaire (RAT) was emailed to some lecturers/senior lecturers/professors in Plymouth University, Mansoura University and Alexandria University. Most of the feedback received from them confirmed that the items related to their constructs, and some recommendations were received relating to the need to rephrase items in order to be clearer and more understandable.

3.8.2.5 *RAT translation Validity*

The researcher needs to pay full attention to the process of questionnaire translation into another language in terms of grammar, idiomatic and experiential (Saunders et al., 2009).

It is worth noting that there are four techniques that can be used for translation, namely: direct translation, back-translation, parallel translation, and mixed technique. Direct translation refers to translating the questionnaire directly without assistance; therefore, it may contain some mistakes. With a back-translation technique, the questionnaire is translated to a target language and then translated back again by an independent translator into the original language. This step is followed by a comparison between two versions of a questionnaire to make up the final version. Regarding parallel translation, two independent translators translate the questionnaire at the same time, then a comparison between the two versions is created. Finally, a mixed

technique refers to the use of back translation carried out by two or more translators, after which a comparison is made between them to produce the final version. For this study, the back-translation technique is employed for translating its RAT questionnaire in the above order.

3.8.2.6 NFs in this study

There are 27 National Federations in Egypt. All federations were asked to answer the questionnaire, and 22 completed it. Table 3.6 below shows the NFs that answered the RAT.

No.	NF
1	Football Federation
2	Judo Federation
3	Pentathlon Federation
4	Cycling Federation
5	Taekwondo Federation
6	Golf Federation
7	Rowing Federation
8	Gymnastics Federation
9	Badminton Federation
10	Shooting Federation
11	Triathlon Federation
12	Table Tennis Federation
13	Archery Federation
14	Fencing Federation
15	Athletics Federation
16	Swimming Federation
17	Volleyball Federation
18	Handball Federation
19	Basketball Federation
20	Hockey Federation
21	Boxing Federation
22	Wrestling Federation

Table 3.6: NFs investigated in this study

3.9 Summary

As seen in Figure 3.3, research methodology denotes the theory of how research should be undertaken in order to discover new knowledge (Saunders et al., 2009). This study follows the

pragmatism philosophy with the connection of both inductive and deductive (abductive reasoning) in order to answer the research questions and achieve the research objectives. The research strategy adopted for this study is a sequential exploratory mixed methods strategy. The qualitative phase of the study is comprised of qualitative data collection (semi-structured interviews) and data analysis, and the quantitative phase of the study consists of quantitative data collection (RAT questionnaire) and data analysis.

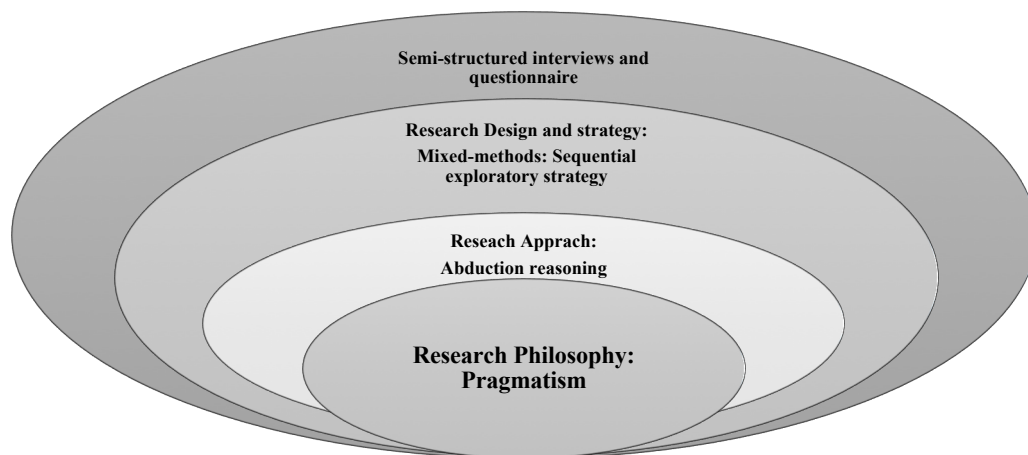


Figure: 3-3: Research Methodology Adopted

The chapter concludes by discussing the research methods used in this study. An interview was used to address the first research question to identify the characteristics of a sustainable National Federation. The characteristics were used as benchmarks to investigate resources, capabilities and the structure of NFs in order to address the second research question of the extent to which NFs are capable of creating sustainability.

4 CHAPTER FOUR: QUALITATIVE INTERVIEWS

4.1 Introduction

This chapter presents the findings of semi-structured interviews that sought to identify the characteristics and perceptions of the organisational sustainability in the Egyptian National Federation. This chapter presents the themes that emerged using NVivo Pro 11 software to analyse the interviews. This type of analysis quantifies the use of keywords that relate to what sustainable NFs look like as perceived by some of ENOC board members, NFs presidents, NFs board members, consultants, and districts board members of NFs. These keywords of themes are aggregated to provide the requirements and characteristics needed to create a clear understanding of the organisational sustainability in Egyptian NFs.

4.2 Development of interview questions

The literature review has helped in constructing the interview template to cover different aspects of the conceptual framework stated in previous chapter. A set of questions has been designed and developed to help in providing the structure for the semi-structured interviews through generating initial discussion points.

The interview template was designed to answer the first research question and to accomplish first research objective as stated in chapter one. It focuses on investigating the organisational sustainability and its creation in NFs. Therefore, the interview template comprised 16 questions covering four main aspects (organisational sustainability and its importance, creation of organisational sustainability in NFs, resources and capabilities, limitations of sustainability). The questions covered the four aspects and each question aims to explore, discover or generate thoughts on the organisational sustainability in NFs. For example, the first question is “what does organisation sustainability mean to you?” and it focuses on obtaining participant’s answers on definitions of sustainability in organisation.

Similarly, the rest of the questions cover the area of what does the organisation need to survive? This question opened a deep discussion leading to the creation of sustainability in NFs. Then the questions related to resources and capabilities came after. Finally, the questions related to limitations of creation sustainability in NFs. It is worth noting that the interview questions were reviewed by three academics.

To sum up, sixteen interview questions have been formulated based on the relevant literature, then a discussion with the supervisors. Some interview questions covered the organisational sustainability and its significance in national federations. In addition, some deal with the requirements needed to create the organisational sustainability in NF and finally some questions discovered the obstacles to its creation within NFs.

4.3 Analysis methods

Thematic analysis is used in order to analyse qualitative data collected through semi-structured interviews with some NFs board members, NFs districts member and experts. The themes were identified through coded data and categorised using thematic analysis. This chapter explains how the thematic analysis method was used to analyse empirical data to identify the key factors needed to create organisational sustainability in NFs.

Thematic analysis is one of the approaches in analysing qualitative data; it concentrates on the themes or subjects and patterns, emphasising, pinpointing, examining, and recording patterns within the data (Braun & Clarke, 2006). Thematic analysis is normally concerned with experience focused methodology. Throughout the analysis, the researcher identified a number of themes by considering the following three stages highlighted by King & Horrocks (2010):

4.3.1 Descriptive coding (first-order codes)

The researcher identifies those parts of the transcript data that address the research questions and allocates descriptive codes throughout the whole transcript.

4.3.2 Interpretative coding (second-order themes)

The researcher groups together descriptive codes that seem to share some common meaning and create an interpretative code that captures this.

4.3.3 Defining overarching themes (aggregate dimensions)

The researcher identifies a number of overarching themes that characterise key concepts in the analysis and this will be presented in the empirical evidence section.

Based on the categorisation and theme analysis techniques suggested by Miles and Huberman (1994), the researcher read each interview transcript several times and coded each one separately on the basis of terms or phrases used by the participants.

Braun & Clarke (2006) mention that there are six sequential stages in order to conduct the qualitative thematic analysis. These stages start with familiarisation with the data, then a generation of initial codes, thirdly, the stage of searching for themes, after that, the researcher reviews the themes, then defines and names themes and lastly, the production of a report as presented in the figure below.



Figure 4-1: Stages of Thematic Analysis of this study

This chapter follows this order presenting an analysis of 18 semi-structured interviews included in this study.

4.4 Stage 1: Familiarisation with the Data

It is important for the researcher to become familiar with the collected data. In other words, the researcher should immerse themselves in the data to become familiar with the depth and breadth of the content (Braun & Clarke, 2006). In order to get familiarity and immersion, researchers need actively and frequently to read the data for meanings and patterns. This stage concerns reading and re-reading the data. While this seems to be a time-consuming process, it provides the researcher with the general picture of the analysis and the findings. Moreover, Braun and Clarke (2006) clarified that this phase (Familiarisation with data) requires taking notes and developing ideas in order for them to be employed in later steps. In the current study, the researcher became familiar with the data through data processing, transcription, and translation as explained in the following section.

4.4.1 Data Processing, Transcription and Translation

There are no changes or modifications made in the main interviews and the questions used in the pilot interview because of approvals from the initial participant. Some of the participants in the interviews used formal language and others used colloquialisms. In fact, Saunders et al. (2012), cautioned that using a recorder or note recorder during the interviews might make the participants to use very formal language or restrain some of their responses. Therefore, the key questions on the characteristics of a sustainable organisation were asked to participants from time to time using different phrases to improve the reliability of responses and remove any inhibitions caused by recording.

Moreover, the data collected verbally and recorded should be transcribed into written form in order to be translated into English as most of the interviewees used their mother language

(Arabic). This allowed, the researcher to analyse the interview using NVivo 11 Pro. Thus, in the current study, 4 interviews directly transcribed, 14 interviews transcribed and translated by the researcher and independent translators. During the process of transcription, initial thoughts and ideas were noted down and transcribed data was read and re-read many times. The continuous and repeated reading and re-reading made the researcher familiar with the data. In order to analyse the data, the transcripts have been prepared, handled before importing into NVivo 11 Pro.

4.5 Stage 2: Generation of Initial Codes

The second stage of analysis is concerned with the production of initial codes from the data. Braun and Clarke (2006) state that the analyst is fundamentally interested in the codes, also (Boyatzis, 1998:63) considers them “the most basic segment, elements, raw data or information that can be assessed in a meaningful way regarding a phenomenon”. Additionally, Strauss (1987) mentions that the excellence of research rests in a large part on the excellence of coding. In the current study, the transcripts were read and re-read with the intent of tagging and naming extracts of text within NVivo 11 Pro as followed in the qualitative research. The lateral coding process is explained in the following section.



Figure 4-2: Process of Coding

A careful and rigorous application of the above stage followed in order to present the initial codes which emanated from the transcripts as described below in detail.

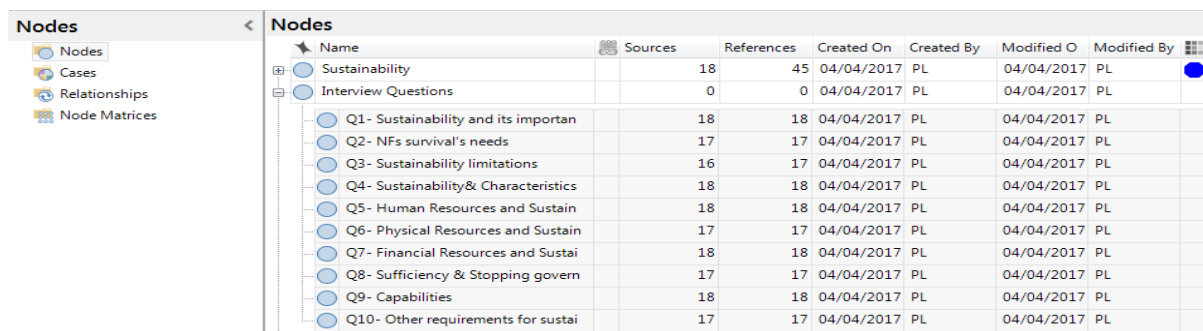
4.5.1 Re-reading of the Transcripts

In order to strengthen the closeness and familiarity between the researcher and the data, it is important to re-read and review and re-review the data. To do that, the researcher ought to read line-by-line of the transcripts stored in the NVivo 11 Pro. This is done to make sure that initial thoughts raised first were correct and to identify attributes of the data by tagging. In the current study, the re-reviewed data confirmed on the accuracy of initial thoughts taken. Hence, it is possible to commence the coding-identifying and naming the attributes.

4.5.2 Identifying and Naming Attributes

4.5.2.1 Re-organising the data

After reading and re-reading the transcripts individually, the data should be organised and handled to be ready for coding using NVivo 11 Pro. In order to re-organise the data, the researcher made Auto coding based on the interview questions in order to make the coding process easier. This helps the researcher to aggregate the interviewee's responses to each interview question in once place instead of moving from transcript to another for coding. The researcher could create 10 big initial nodes based on the interview questions. The figure below shows the outcome of auto coding the data before the main coding process.



The screenshot shows the NVivo 11 Pro interface with a list of nodes on the left and a detailed table of nodes on the right. The nodes are organized into a hierarchy: 'Sustainability' and 'Interview Questions' are the main nodes, with 'Interview Questions' containing 10 sub-nodes (Q1-Q10). The table on the right provides details for each node, including the number of sources, references, and the date and user who created and modified the node.

Name	Sources	References	Created On	Created By	Modified On	Modified By
Sustainability	18	45	04/04/2017	PL	04/04/2017	PL
Interview Questions	0	0	04/04/2017	PL	04/04/2017	PL
Q1- Sustainability and its importan	18	18	04/04/2017	PL	04/04/2017	PL
Q2- NFs survival's needs	17	17	04/04/2017	PL	04/04/2017	PL
Q3- Sustainability limitations	16	17	04/04/2017	PL	04/04/2017	PL
Q4- Sustainability& Characteristics	18	18	04/04/2017	PL	04/04/2017	PL
Q5- Human Resources and Sustain	18	18	04/04/2017	PL	04/04/2017	PL
Q6- Physical Resources and Sustain	17	17	04/04/2017	PL	04/04/2017	PL
Q7- Financial Resources and Sustai	18	18	04/04/2017	PL	04/04/2017	PL
Q8- Sufficiency & Stopping govern	17	17	04/04/2017	PL	04/04/2017	PL
Q9- Capabilities	18	18	04/04/2017	PL	04/04/2017	PL
Q10- Other requirements for sustai	17	17	04/04/2017	PL	04/04/2017	PL

Figure 4-3: Auto Coding Process Based on Interview Questions

In order to understand more about how participants responded to the interview questions, the kind of words or phrase used in responding the questions were analysed. The researcher found the most frequent words in the responses by using NVivo 11 Pro. The below figure presents the top 10 words frequently used by the interviewees included in the study.

Word	Length	Count	Weighted Percentage%
Federation	10	611	3.56
Sustainability	14	440	2.57
Resources	9	324	1.89
Federations	11	249	1.45
Researcher	10	217	1.27
Financial	9	174	1.01
Sports	6	166	0.97
Egyptian	8	151	0.88
Board	5	143	0.83
Human	5	142	0.83

Table 4-1: Top ten words used by interviewees

More importantly, the researcher found out that the interviewees used these words many times. One of the features on NVivo 11 Pro is to provide what is called (Word Cloud) which helps in exploring the words used in the interviews. The following figure shows the word frequency in the transcripts using Word Cloud. So many figures will be included in Appendices.



Figure 4-4: Word frequency of the interviews

The first stage of the coding process, as described earlier, is the identification and naming of the attributes and the codes which are features of the data that researcher sees relevant to the research question of the study. The researcher re-read and re-re-viewed the data once more in order identify the main attributes and frequent patterns. Therefore, after a careful effort by the researcher, the number of extracted codes is (34) in the NVivo 11 Pro. The researcher during the coding process makes sure that the whole data extracts have been coded completely (Bryman, 2001). The following table shows the codes which emerged from the data.

Code Name	Description of Attribute
1- Organisational Sustainability	The perceptions of interviewees about the organisational sustainability and how they can define it.
2- NF's needs to have Organisational Sustainability	The requirements needed to create organisational sustainability in NFs. In other words, what sustainable NF looks like.
3- Human Resource	The extent to which the people can make their NF sustainable.
4- Athletes	The need of athletes and through their training to ensure the sustainability to NF.
5- Coaches	The experience and qualification of coaches, and its effect on the sustainability of NF.
6- Technical officials	The extent to which the technical staff can help to create organisational sustainability in NF.
7- Human Resource Management	The extent to which the interviewees indicated that HRM is required for sustainable NF.
8- Training and Education	The range of training and education courses provided to Human Resource and its impact on the organisational sustainability of NF.

9- Financial Resources	The extent to which the financial resources help to create a sustainable NF.
10- Sponsorship	The extent to which NF needs to sponsorship to achieve sustainability.
11- Financial Management	The perceptions of interviewees about Financial Management and its impact to make NF sustainable.
12- Broadcasting	The extent to which NF needs Broadcasting to get sustainability.
13- Ticket sales	The interviewees' views about the need for Ticket sales to create organisational sustainability in NF.
14- Membership Fees	The extent to which sustainability of NF depends on membership fees.
15- Commercialisation activities	The range of commercialisation activities needed to make the NF sustainable.
16- Funding from Government	The need to the fund coming from government to ensure the sustainability in NF.
17- Capabilities	The extent to which NF needs people with high abilities to make use of the available resources to make it sustainable.
18- Management	the interviewees' thoughts about the impact of management on creating sustainability in NF
19- Programmes	The range and the quality of programmes provided and its importance for NF sustainability.
20- Governance	The extent to which the governance is required to make the NF sustainable.
21- NF Board	The views of respondents about the importance of the board for NF sustainability.

22- Strategic Planning	How important is the strategic planning for NF sustainability?
23- Law and Regulations	The need to laws and regulations for NF sustainability.
24- Monitoring and Evaluation	The range of Monitoring and Evaluation activities and its importance for NF sustainability.
25- Physical Resources	The extent to which physical resources are important for Sustainability in NF.
26- Equipment	The necessity of equipment for make the NF sustainable.
27- Office	The importance of an office for NF sustainability.
28- Training Venues	The extent to which the training venues are important for the sustainability of NF.
29- Competition Venues	The extent to which the competition venues are important for the sustainability of NF.
30- Sports Activity and Participation	The participation base, sports activity levels, and its importance to NF sustainability.
31- Communications	The factors related to technology affecting the organisational sustainability in NF.
32- Culture	The awareness of people and their attitudes towards NF.
33- Government Funding	To know the extent to which the fund comes from the government is enough for sustain the NF.
34- Sustainability Limitations	The factors can prevent creation organisational sustainability in NFs.

Table 4-2: Code Names and Attributes

It is worth noting that some codes in the current thematic analysis were more saturated than others based on interviewees' responses and this may happen in qualitative analysis. Consequently, the sub-section below shows the process of matching data in the saturated and

less saturated codes to densify emerging patterns around the three research questions on what the sustainable NF looks like.

4.5.3 Matching Data Extracts

Braun and Clarke (2006) state that data matching concerns aggregation of data with identical attributes into a code for more analysis. Furthermore, the process of gathering the matching data extracts to be included into a code should be continuous until no new information from the data set can be added. Therefore, using the NVivo 11 Pro makes it possible and more accurate for the researchers because it populates the codes digitally and demonstrates the saturations of the codes by presenting the total number of text as shown in ‘References’ column in the NVivo 11 Pro. Despite certain codes being noticeably more saturated than others, it is not advisable to gather all under-saturated codes into identical and more saturated codes because, as Braun and Clarke (2006) advise, the importance of a data extract cannot be based wholly on quantifiable measures but also on the importance of what it captures vis-à-vis the main research question. Therefore, in the current study, the figure below shows the matching data extracts in this tree map generated in the NVivo11 Pro that compares the volume of data referenced in all (34) codes.



Figure 4-5: tree map of codes compared by number of data extracts coded

The tree map presents the volume of data extracts that have been matched in all 34 codes. The larger rectangles show a higher number of coded data extracts and the colour scheme separates the more saturated codes from less saturated ones. In addition to using a tree map to compare the volume of coded data, the NVivo 11 Pro generated some other figures, which are included in appendices.

4.5.4 Collating Data Extracts

Collating data extracts is the final stage in the coding process. It means presenting the codes extracts with the number of transcripts tagged with each code. This collation was generated in the NVivo 11 Pro and is demonstrated in the table below based on codes order based on the main\parent codes.

Main Codes	Number of Coded Extracts	Number of Transcripts Coded
Organisational Sustainability	48	18
NF's need to have Organisational Sustainability	504	18
Human Resource with all child nodes	134	18
Financial Resources	85	18
Capabilities	190	18
Physical Resources	56	18
Communication	15	11
Sports Activity and Participation	14	8
Culture	6	8
Government Funding	64	17
Sustainability Limitations	121	17

Table 4-3: Collated Data Extracts

In the table, the first column contains the codes in the data set. Next, the second column includes the number of data extracts contained in the contiguous codes. Finally, the third column presents the number of transcripts from which extracts for the codes in the first column have been sourced. Importantly, the key codes related to the human resources, capabilities and financial resources emerged as the most saturated codes during the collation process and

roughly constituted the top three codes in the table above per number of coded data extracts. Now, it is timely to proceed to stage 3 of the thematic analysis process – the search for themes.

4.6 Stage 3: Searching for Themes

This stage of the search for themes starts after the whole data has been coded and aggregated a list of codes has been recognised across the data set. It is concerned with refocusing the analysis at the broader level of themes instead of codes. Braun and Clarke, (2006) state that this phase involves ‘sorting the different codes into potential themes and collating all the relevant coded extracts within the identified themes’. The role of the researcher in this stage is to analyse and combine the codes in order to create an overarching theme. Braun and Clarke (2016:20) mentioned that ‘some initial codes may go on to form main themes; whereas others may form sub-themes and others still may be discarded’. This stage is done by gathering the themes and sub-themes along with their data extracts. The researcher at this point begins to focus on the significance of individual themes. Nothing is ignored at this stage because ‘without looking at all the extracts in detail in the next phase it is uncertain whether the themes hold as they are, or whether some need to be combined, refined, separated, or discarded’. Finally, the searching for themes can be presented in a thematic map as will be shown down.

In the current study, the search for themes is carrying out by opening and reading all 34 codes stored in the NVivo 11 Pro and generating a thematic map of the main and sub-themes that emanating from this reading. At this point, it is important for the researcher to maintain a focus on the specific objectives and research questions of the study around the characteristics of sustainable NF. Initial trends from reviewing all 34 codes in the search for themes have been visually presented in initial thematic maps as follows:

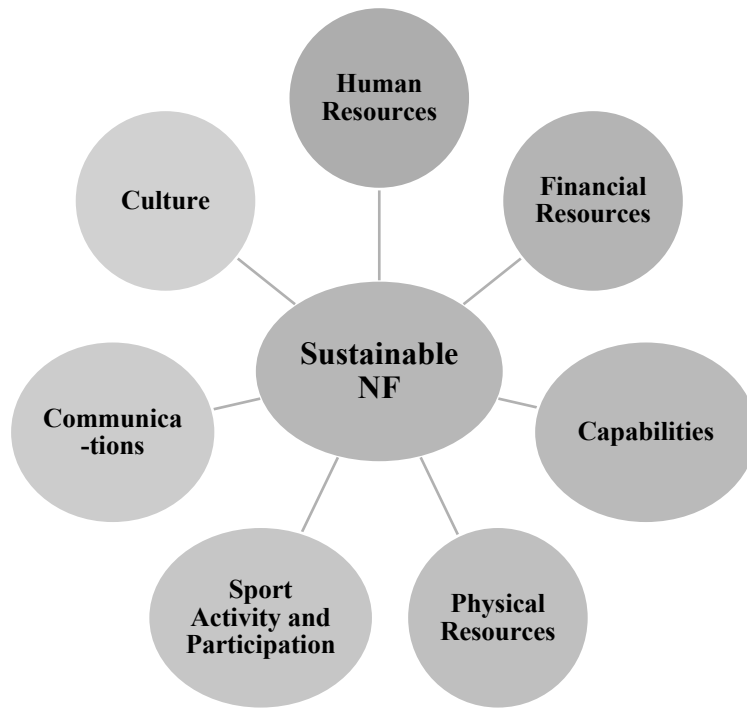


Figure 4-6: the main themes of organisational sustainability of NF



Figure 4-7: The sub-themes generated from the Human Resources

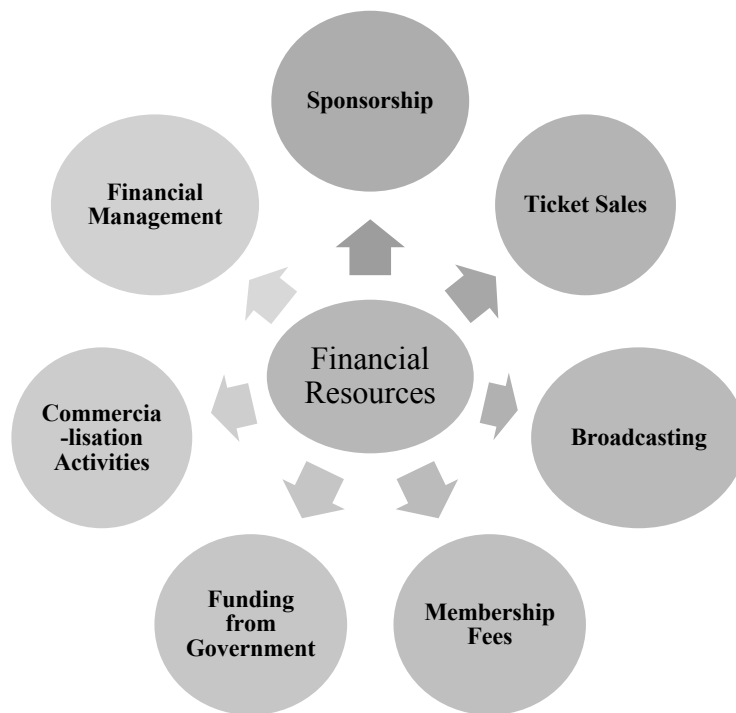


Figure 4-8: The sub-themes generated from the Financial Resources

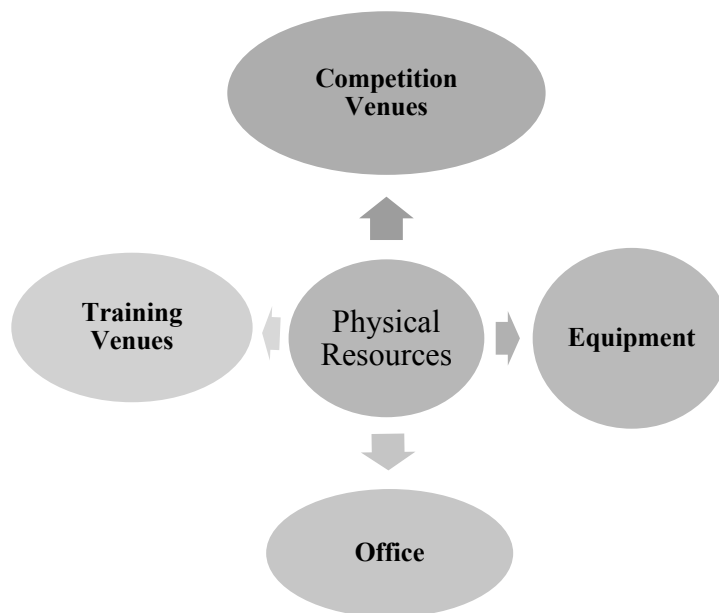


Figure 4-9: The sub-themes generated from the Physical Resources

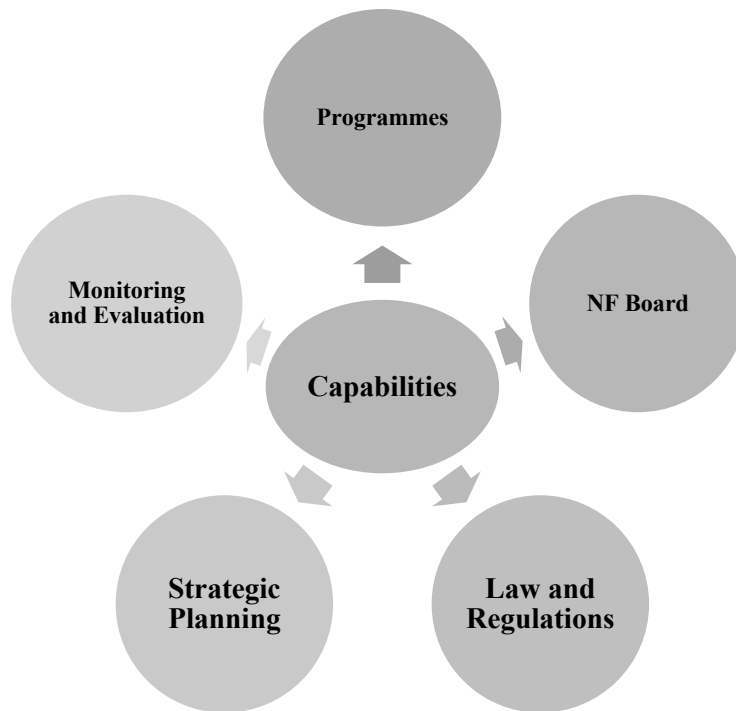


Figure 4-10: The sub-themes generated from the Capabilities

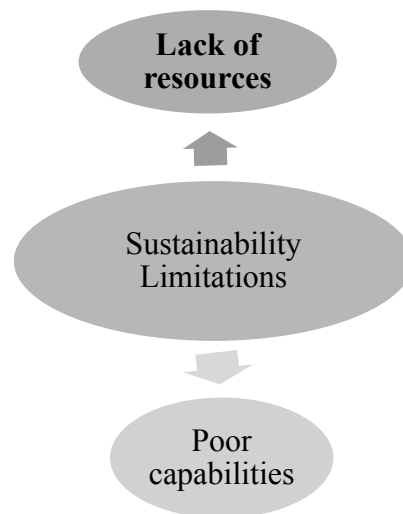


Figure 4-11: The sub-themes generated from the sustainability Limitations

From the figures above, and based on the main research question, which is what does the NF need to have the organisational sustainability; the themes which emerged are; financial resource, human resource, physical resource, capabilities, participation and sports activity, communication and culture and the obstacles of sustainability creation. These themes have

been generated and presented alongside the trends that best represent the data extracts that have been coded in relation to them. Then data extracts have been stored within codes in the NVivo 11 Pro and they define the themes for the onward review and analysis carried out in the following stage, which is reviewing themes.

4.7 Stage 4: Reviewing Themes

Reviewing themes is the fourth stage in the thematic analysis. Braun and Clarke (2006) state that this stage is concerned with the refinement of themes, merging the related themes into others, or breaking them down. The data extracts that comprise themes should be homogenous internally and heterogeneous externally for the sake of consistency and exclusivity (Patton, 1990). As stated by Braun and Clarke (2006), the data within themes should meaningfully cohere together, while there should be a clear and identifiable distinction between themes. Therefore, this phase will have two stages of reviewing. The first stage is concerned with refining the coded data extracts then the second stage, which aims to review the entire data set. The following section illustrates the two level of reviewing undertaken in the current study.

4.7.1 Reviewing Coded Data extracts

In this stage, researchers review themes through coded data extracts, in order to do that, they are required to read all the collected data extracts for each theme and make sure they appear to comprise a coherent theme (Braun and Clarke 2006). The formation of coherent patterns produces thematic maps, after reviewing and modification the following thematic maps were developed.

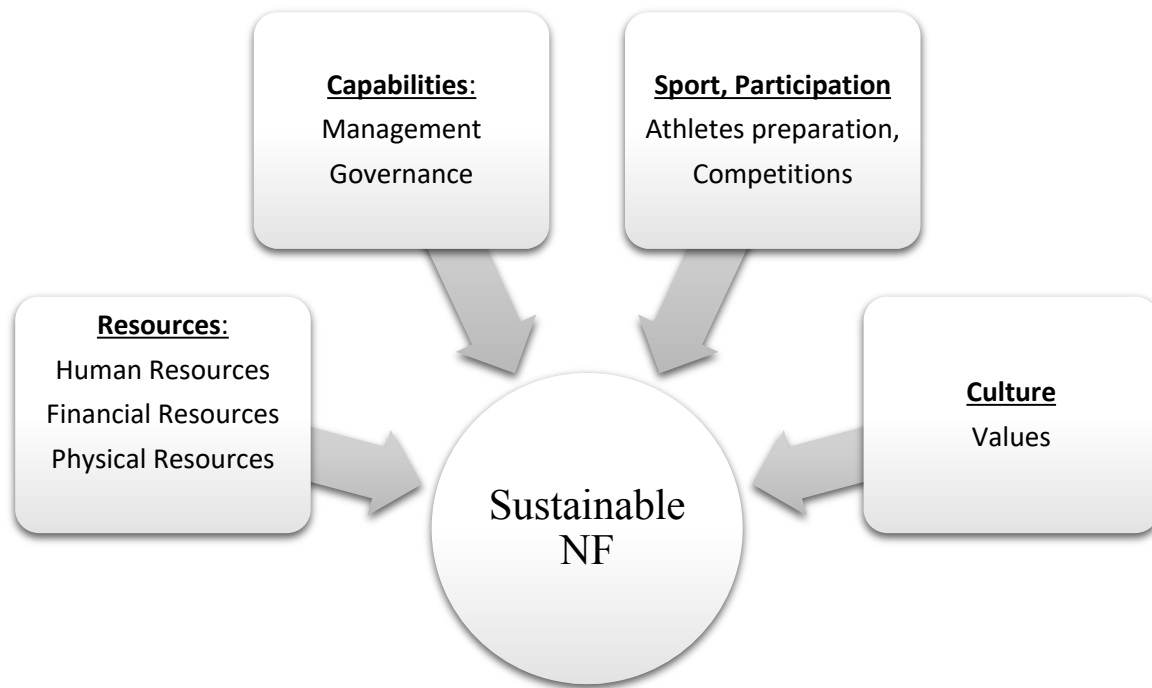


Figure 4-12: Developed thematic map: Requirements for Sustainable NF

Thus, from the developed thematic map above, the patterns identified in the data extract for the four themes address the research question. Some themes are already developed and will be discussed in an empirical evidence section. The main four themes are summarised below;

4.7.1.1 Developed Theme 1: Resources

Based on the data extracts, sustainable NF needs: human resources; financial resource; and physical resource. The human resources needed can be classified as follows; athletes, coaches, technical staff, training and education and HRM. For the financial resource, sustainable NF needs government funding, sponsorship, broadcasting, membership fees, financial management, and ticket sales. Regarding the physical resource, it needs equipment, office competition venues, training venues and communications and technology.

4.7.1.2 Developed Themes 2: Capabilities

Secondly, and based on the data, the interviewees identified the capabilities, competences as a factor needed for sustainable NF. Capabilities comprise elements highlighted by the

interviewees such as; management, governance which includes board, strategic planning, laws and regulations and monitoring and evaluation.

4.7.1.3 Developed Themes 3: Sports activities and Participation

Thirdly, the respondents referred to participation and sports activity which relates to grassroots, juniors, teams, and competitions.

4.7.1.4 Developed Themes 4: Culture

Finally, according to the data, the interviewees identified the importance of awareness of people working in NF of sustainability and of values related to respect and loyalty.

To sum up, the review of the coded data extracts establishes clear patterns of classification in developed themes 1, and 2. For the outstanding developed themes 3 and 4 (namely: sports activity & participation and culture), the emerging trends are too heterogeneous to be classified into subjects but homogenous enough to ‘capture the contours’ of the themes (Braun and Clarke, 2006:21). In the following section, as suggested by Braun and Clarke (2006), a review of the entire data set is embarked on.

4.7.2 Reviewing the data set

Reviewing the data set as the second stage in this analysis is concerned with focusing on individual themes in relation to the data set in order to confirm whether the thematic map reflects the meanings that are evident in the entire data set (Braun and Clarke, 2006). In this phase of reviewing, researchers re-read the entire data set for two purposes. Firstly, to confirm that themes relate to the data set. Secondly, to make code to any data within themes have been missed in the main coding. In the current study, the data set re-read through NVivo 11 Pro and is assessed by the researcher. In this stage, no additional data was coded. Hence, the themes developed above generates an overall story of the entire data. Next stage of analysis is the definition and naming of themes.

4.8 Stage 5: Defining and Naming Themes

The fifth stage of analysis is to define and name themes. It is concerned with the further analysis of the themes and their relevant data (Braun and Clarke, 2006). This stage of analysis helps the researcher to further “produce clear definition and names for each theme; it is followed by identifying the essence of what each theme is about and what aspect of the data each theme captures” (Braun and Clarke, 2006: 22). This stage is undertaken by re-reviewing the data extracts for each theme and re-organising them into narrative way coherently and consistently. According to Wang and Park (2016), the finding section in the studies addressed qualitatively should report all trends across respondents and how their narratives answer the research questions. This stage is considered as the results section of qualitative analysis and articulating the peculiarity of the findings of each theme is the core or the essence of this stage. The current study identifies the story that each theme tells by presenting data extracts that demonstrate a demarcation between the themes. Braun and Clarke (2006) stimulate researchers to make sure that there is not much overlap between themes. Most importantly, collating data extracts for each theme and organising them into the coherent and consistent narrative, the next subsections will demonstrate the importance of three main themes in this study.

4.9 Findings 1: Organisational Sustainability and its importance for NF

This theme captures the definitions and perceptions of the interviewees about sustainability and how they see this concept to their NFs. The following tree map generated by NVivo 11 Pro shows the nodes identified based on the definitions of organisational sustainability mentioned by the respondents. These definitions have been classified into two codes, namely, continuous organisational development, and triple bottom line. For the importance of sustainability, it comes in one node as it seen in the figure below.

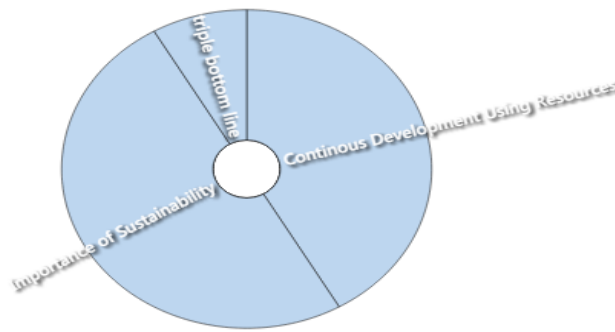


Figure 4-13: Tree map of the first node (Sustainability)

4.9.1 Continuous Development using resources

The continuous organisational development as a node is the dominant definition of sustainability according to respondents' answers. This definition has been coded more than the 'triple bottom line' node. It means that most of the interviewees see the organisational sustainability as a continuous development using the resources available in the federation. For example, participant R sees the organisational sustainability as follow;

"The organisational sustainability from my point of view is what extent the organisations have resources and they are doing their jobs or functions properly so they have a resource, human resource, physical resources and they have a budget to run the organisation for long term"
District member.

Participant R explained that the functions and the tasks in the federation need resources to keep the programmes and activities running. While some participants defined organisational sustainability in terms of financial resources only. Participant P clarified as follow,

"organisational sustainability means to me, we have sources of income, we can maintain all our programmes or our needs without the need to go to the government or go to anyone asking for money so we have our own income that running the activities in continuous basis" NF President.

It is worth noting that the majority of participants see organisational sustainability as a continuous development of their federations using the resources to keep their programmes and

activities running and to achieve the goals of their federation in terms of increasing the participation base through the country, compete in the world stage events and achieve the international results. This is obvious in the answer from participant C.

“For me, it means development and improvement of the managerial work within the federation to maintain the continuous development with the same level and get the aims of federations come true inside Egypt and internationally” NFs consultant.

Finally, the responses of the majority of the interviewees included in this study supported the definition of organisational sustainability suggested by Shediak-Rizkallah & Bone (1998), Swerissen & Crisp (2004) and Sarriot et al. (2015), that the sustainability of an organisation is associated with the concept of organisational development which emanates from the resources and capabilities the organisation has at its disposal.

4.9.2 Triple bottom line

The second theme generated which is related to sustainability is the triple bottom line. Only three participants defined the sustainability in light of triple bottom line (Social, Environmental and Economic), highlighting that national federation needs to consider these aspects of sustainability. Participant B stated that sustainability in federation means,

“Long-term economic, environmental, and social planning to put these all in our strategy for the future NF” NF Sec general.

However, Participant M focused on the environmental aspect and added a dimension of sports participation,

“The organisational sustainability of the Egyptian federations is related to environmental accumulated effects, which also means sports participation for all society with all ages” NF consultant.

Finally, one of the participants highlighted the sporting dimension alongside the social and economic aspects. He said that,

“This dimension is very important. We have considered the sporting dimension only in the definition of sustainable development. There is a social dimension through what is known as the Federation's corporate social responsibility towards organizations and other institutions. Economically, it is linked to the role of Federation in increasing the national income of the state, and servicing and supporting athletes commensurate with the state budget” NF board member.

To summarise, the researcher considered responses from all participants. All regarded organisational sustainability as a continuous development of NF using the resources, however, only three respondents pointed at the triple bottom line and simultaneously supported the main definition, which is related to a continuous development of NF.

4.9.3 Importance of sustainability in NF

There is a consensus amongst participants that sustainability is important. The participants supported the idea of adopting this concept in their federations. Participant M reported that,

“Yes, it is very important and such concepts are very significant for the development of the social and financial aspects of the sport because the sport without adopting the sustainability won't be able to continue” NF consultant.

On the other hand, participant C added that this concept does not exist in the Egyptian federation and he said *“I think it is very important and it is missing from all the Egyptian Sports Federations”*. The following table presents empirical evidence of sustainability and its importance. The empirical evidence shows the first order-codes and the second-order codes and the parent or main code. The following table clarified the frequency of coded extracts based on second-order codes.

Scale	Symbol	Frequency of coding
Second-order coded	*	
Not coded	[blank]	Zero
Coded once	✓	1
Coded twice	✓✓	2
Coded more than 2	✓✓✓	More than or equal 3

Table 4-4: Scales used for empirical evidence table

First-order codes	Second-order codes for sustainability	Support from transcriptions for sustainability and its importance in NF																		Aggregated dimension/Categories
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	
“Organisational sustainability means to me, we have sources of income, we can maintain all our programmes or our needs without the need to go to the government or go to anyone asking for money so we have our own income that running the activities in continuous basis” <i>NF President.</i>	Continuous Development Using Resources	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				✓	✓	✓	✓	Sustainability and Its importance in NFs
		✓	✓		✓	✓										✓			✓	
		✓	✓																	
“long term economic, environmental, and social to put these all in our strategy for the future” <i>NF Sec-General</i>	Triple bottom line		✓										✓	✓	✓			✓		
“I think it is very essential and it is supposed that the federation adopts this concept” <i>NF President</i>	Importance of Sustainability	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
					✓			✓												

Table 4-5: Empirical evidence in discovering sustainability and its importance

The column one of the table above shows descriptive coding (first-order codes) as the researcher identifies those parts of the transcript data and allocates descriptive codes throughout the whole transcript. The second column refers to an interpretative coding (second-order themes) as the researcher groups together descriptive codes that seem to share some common meaning and create an interpretative code that captures this. For the fourth column, it points to defining overarching theme as the researcher identifies as sustainability and its importance as an overarching theme.

4.10 Findings 2: NF's needs to be sustainable organisation

Participants in this study suggested that national federation needs to have some items in order to obtain organisational sustainability. It is worth noting that these items mentioned by interviewees included in this study are related to resources and capabilities as Shediak-Rizkallah & Bone (1998), Swerissen & Crisp (2004) and Sarriot et al. (2015) stated that organisational sustainability needs two main components namely, resources and capabilities. The participants; NF Presidents, NOC board members, Districts Presidents, Consultant and Experts agreed that NF is seeking organisational sustainability, it should have these items; resources (Financial, Human, Physical), capabilities (Governance, Management), sports participation, communications and culture. The researcher considers these items in the analysis as themes and definitely some of these themes are coded more than others based on its significance giving by the interviewees. Before presenting the analysis of these items in detail, the following tree map explained the themes related to NF's needs to have organisational sustainability, which is generated by NVivo 11 Pro.



Figure 4-14: Tree map of the second node (NF's needs to be sustainable)

The tree map presents the themes with frequency data coded in the transcriptions. As seen, some themes have been coded more than others and it is apparent in the size of the theme above. The empirical evidence section will present that in detail. The second node giving high priority and considerable significance as it addresses the main research question of the current study. Using Nvivo 11 Pro generated the following figure identifying the requirements or the needs required for sustainability. In other word, it provides the characteristics of sustainable NFs.

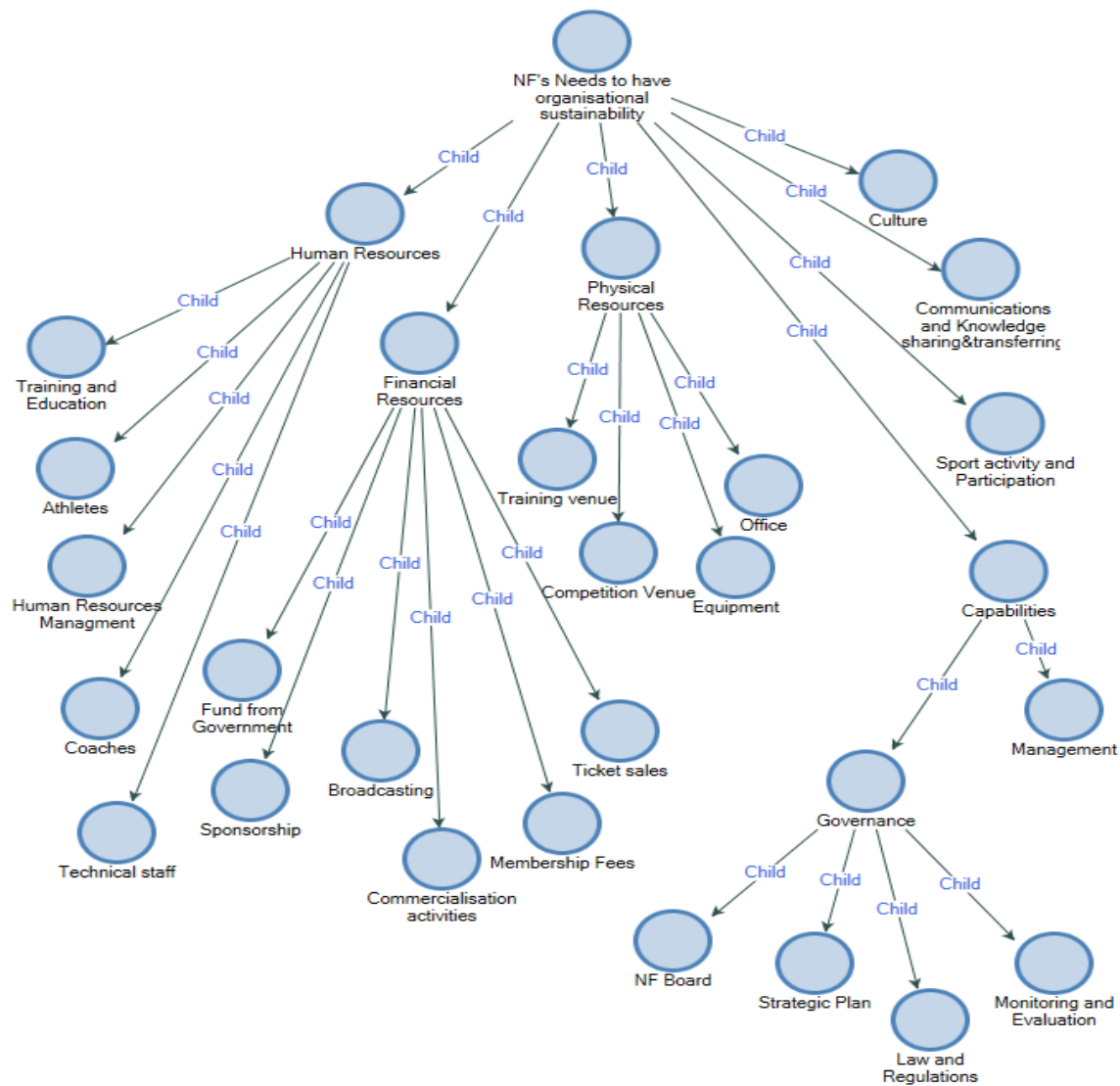


Figure 4-15: NF's requirements for organisational sustainability

As seen in the above figure, the NF should have the main themes highlighted and its sub-themes to be a sustainable organisation. It is worth noting that, these requirements come from the interviewees' responses included in this study. The next section will present these requirements in detail.

4.10.1 Human resources

All participants included in this study highlight the significance of human resource in generation organisational sustainability in the national federation. Human resources consider the vital resource of the organisation (Leonardsen, 2007). Furthermore, Bayle & Madella,

(2002) identified the human resource as one of the key success factors in a sport organisation. Also, Vail (1986) highlighted that human resources is the central dimension of performance in NFs. Participant C confirmed that saying,

“The human resource is the brain that thinks and the hands that work in the federation. Working on developing the human resource will affect the sports success and results”. NF consultant.

This also supported by Participant I, who said the following.

“Let me say, sustainability as an idea is based on the human resources, I mean success is mainly reliant on the human resources and I think it is important to work on developing them by providing enough training on regular basis and it not right if we stopped the training for specific point so we need to work on the development the HR continuously” NF consultant.

According to the participants, the following themes have been generated based on data coded,

- Training and Education
- Athletes
- Human Resources Management
- Coaches
- Technical officials

The themes above have been ordered based on the frequency of codes in all transcriptions. It is worth noting that all these themes are required to achieve organisational sustainability for the NF. However, some of these themes have been coded more than other, and this will be presented in an empirical evidence table. The section below shows the requirements needed for organisational sustainability in terms of human resource.

4.10.1.1 Training and Education

This theme has been coded frequently in all transcriptions; therefore, the participants included in the current study see it as is an important factor leading to the sustainable national federation. Participant H mentioned that,

“We need resources like human resources and should be trained and qualified provided by the training sessions and programmes. All of these departments need to get some training to develop their thoughts. Yes, the human resources help to establish the sustainability in federations. Unfortunately, there is a lack of the training and education, years pass after year without getting any kind of training or education. and if it happened I am sure it is just for saying we have done training without the real and actual benefit from it”. District member.

Participant I confirmed this by saying,

“Actually, we need very long-time plans for training sessions, workshops, and a new culture to be honest apart from some federations who already have sports management academic people.”NF consultant.

On the other hand, one of NF presidents added the following,

“The process of developing our employees and converting them to people working with the digital and electronic system, this will take a long time and different ways because their capabilities are not good. For example, I have been the president of one of federations for 4 years and I try to change and develop, yes we develop in some areas but some employees do not have the willing to be developed because their levels and capabilities are limited so they need a long time of training. Honestly, no training and education is giving to our human resources because there is a lack of the culture of to know the new or training. It does not happen even at the ministry when it organises a workshop or development sessions for the executive director, I am the president cannot monitor if he attended this session or not” NF President.

To sum up, the participants in the study suggested that a sustainable national federation needs to have a framework for training and education of human resources by providing them regular sessions and workshops.

4.10.1.2 Athletes

The second theme generated in terms of human resource is ‘athletes’, as it has been coded more than the rest of themes identified by the interviewees. Robinson and Minikin (2012) stated that without athletes, the sports organisation will not exist. The participants confirm this. For instance, participant C clearly mentioned that,

“The athletes are very important for sustainability, so they need to train on a regular basis with highly-qualified coaches” NF consultant. Furthermore, Participant A supported this saying, *“Athletes are basic elements in the sustainability of any federation” District President.* Moreover, Participant C also confirmed that in his statement *“The athletes are very important for sustainability, so they need to train on a regular basis with high qualified coaches”.* In addition to this participant, B repeated that is this sentence *“In order to get sustainability, our athletes need to get good training and practice continuously” NF Sec-Gen.*

In short, participants proposed that sustainable NF needs to have good athletes selected objectively and they need to get professional training by qualified coaches. An empirical evidence table will show this.

4.10.1.3 Human Resources Management

Human resource management is the third theme coded after training and education. Participants indicate that it is significant for organisational sustainability including participant I, who stated *“I see the HR manager as a position which should be in the second position after the president of the federation due to the significance of HR in federation for sustainability”.* Participants suggest that Human resource management is important for the sustainable federation, for example, participant K said, *“Human resources management is linked to or concerned with the development of employees through the development of training programmes and training plans for employees based on training needs” District member.*

Generally, the interviewees recommended that sustainable national federation is in need of human resources management.

4.10.1.4 Coaches

Having qualified coaches is one of the suggestions for organisational sustainability in the national federation. Participants see having qualified coaches is an important factor to make

national federation sustainable. They indicate that coaches should be carefully selected, based on their experience and qualifications. As seen in statement said by participant N,

“The coaches must be chosen carefully, and should have experience, and be prepared and trained continuously through the federation and through long-term programmes, whether internally or externally” NF district member

Coaches as a theme has been coded as required for organisational sustainability and they should be experiences, qualified and selected based on specific criteria.

4.10.1.5 Technical officials

The referee is considered to be one of the important indicators by which to judge the sports organisation. Based on the participants' responses, referees should be well prepared and highly qualified. Participant N mentioned, *“If there were no good referees, that will greatly affect the sustainability of the system and activity of the federation”*. NF district member. Furthermore, he added the following;

“The Egyptian federation organizes annually two or three courses for referees and coaches to refine their capabilities and to increase the number of qualified referees and coaches. But at the moment training has been reduced,, although there was actually a final course for referees than five months and the course for coaches, and there was also the referees course a year ago, a good number of referees and coaches have been retrained for both the initial and the second star. But the question will remain: Are referees and coaches who qualify are the most efficient or the closest to the board!”

Participants suggest that technical officials should be selected on specific criteria and promoted based specific framework.

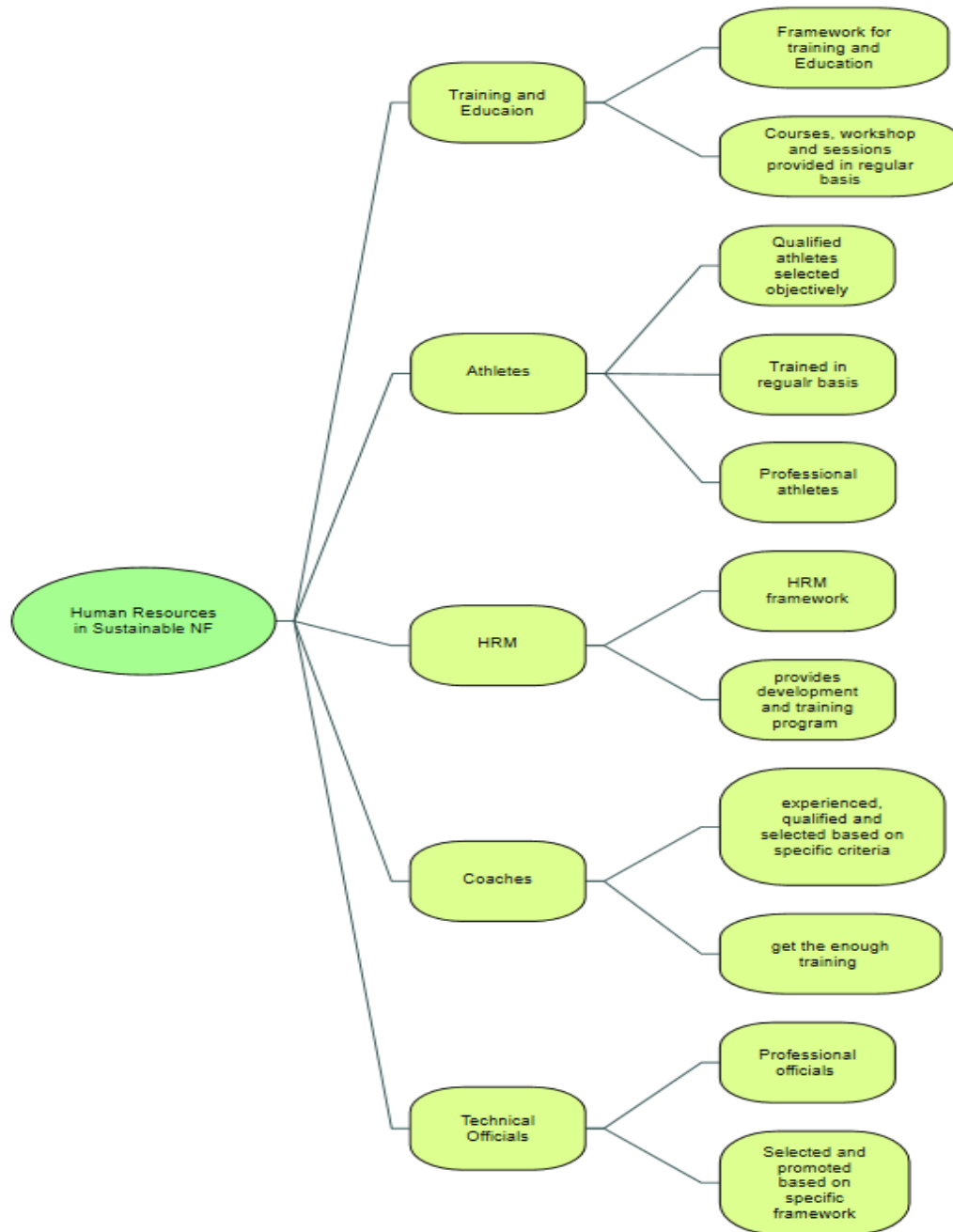


Figure 4-16: Human resource Map in sustainable NF

4.10.2 Financial resources

In the current study, participants highlight financial resource as a very important factor affecting organisational sustainability in their national federations. For example, participant R mentioned that,

“You know money is everything; if you have budget and money in your bank account you can do everything. You can hire good coaches, you can hire high-qualified staff, and you can hire

good players. You have to have money to do a good job, if not you will have a shortage in your organisation. The bottom line is money is everything, the life of the organisation be survived, you have to have a good budget” NF district member.

According to the responses of interviewees, the following themes have been generated in terms of financial resources, they have been ordered based on the frequency of coding. These themes are as follows, Fund from government, sponsorship, broadcasting, commercialisation activities, financial management, members fees and ticket sales. The identified themes as regarded as the factors required for organisational sustainability emanated from the response given by the interviewees included in this study.

Funding from Government: The most coded theme in the financial resources is the government funding. Participants reported that their NFs get some funding from the ministry of sport. This funding provided by the government is not enough to even support community activities or for elite athletes. Participant M stated that,

“The Egyptian federation is mainly dependant on the funding coming from the Egyptian government because the management boards are not able to find other resource to fund the activities and programmes, and All the Egyptian national federations are reliant on the government except the Egyptian national football federation.”

Some of the participants reported that their federations mainly depend on the funding which comes from the ministry of sport, for example participant D,

“The federation right now gets 90% of income from the ministry of sport. What should be, and is working all over the world, is you have to have some kind of sustainable model to have big sponsors and media of TV should be main revenue maker of any federation but unfortunately none of the federations can get enough media coverage or money expect football federation to cover the cost of event organising”.

Sponsorship: One of strongest financial resource nowadays in sports industry is sponsorship which means the match between a sponsored entity and a sponsor. The sponsored entity could be a sports organisation, team, athlete or event, whilst the sponsor could be a brand, organisation or product (Robinson and Camy, 2007). The sponsorship as a theme generated is a significant factor to build the organisational sustainability in the national federation. Participants suggest that the national federations need to build a partnership with economic organisations and this will help NF to be sustainable. Participant R mentioned that,

“The need for strong sponsors of the federation who can sponsor of players in individual sports, or organizing championships organized by the federation, such as team championships.”

The following themes were generated during the coding process, but they have been coded less than themes above. Broadcasting, commercialisation activities, membership fees, ticket sales and financial management are needed for organisational sustainability. For broadcasting, participants stated that

“The TV broadcasting rights present a satisfying percentage for the federation when its matches are broadcasted such as the Egyptian public league, The Egyptian Cup championship, the super cup championship, the friendly championship of the first national team, national team, the formal and friendly championships of the Olympic national team and youth team. For football, the federation obtains 15% of the T.V broadcasting value when the public league championship is broadcasted, where as other clubs receive 35% (18 clubs in the excellent league, and 56 clubs in the second part league)” NF member.

The football federation is exceptional for two reasons, firstly, it has popularity in Egypt and secondly, it has its own resource that makes it able to run its activities and programs without the need to fund from the ministry of youth and sport. Based on some participants, they see the sustainable NF needs to broadcast its events.

Regarding the financial management theme, some participants suggest that a sustainable

federation should have financial management, for instance, participant reported that,

“We need financial management, for instance, they need to know how they can deal financially, budgets, marketing, and accounting and every part of those should be supported by the programmes to make the people aware.”

This is supported by Wilson and Joyce (2007) as they stated that sport and leisure managers need to understand the financial side of the industry in order to offer the most cost-effective facilities and to make sound business decisions.

On the other hand, some participants recommend that sustainable NF needs to organise some events to generate some income from ticket sales and commercialising activities. Moreover, other participants suggest that membership fees needed for getting organisational sustainability in NF.

The empirical evidence section will present more details about these above themes. The following map generated by NVivo 11 Pro shows the characteristics of sustainable NF in terms of financial resources.

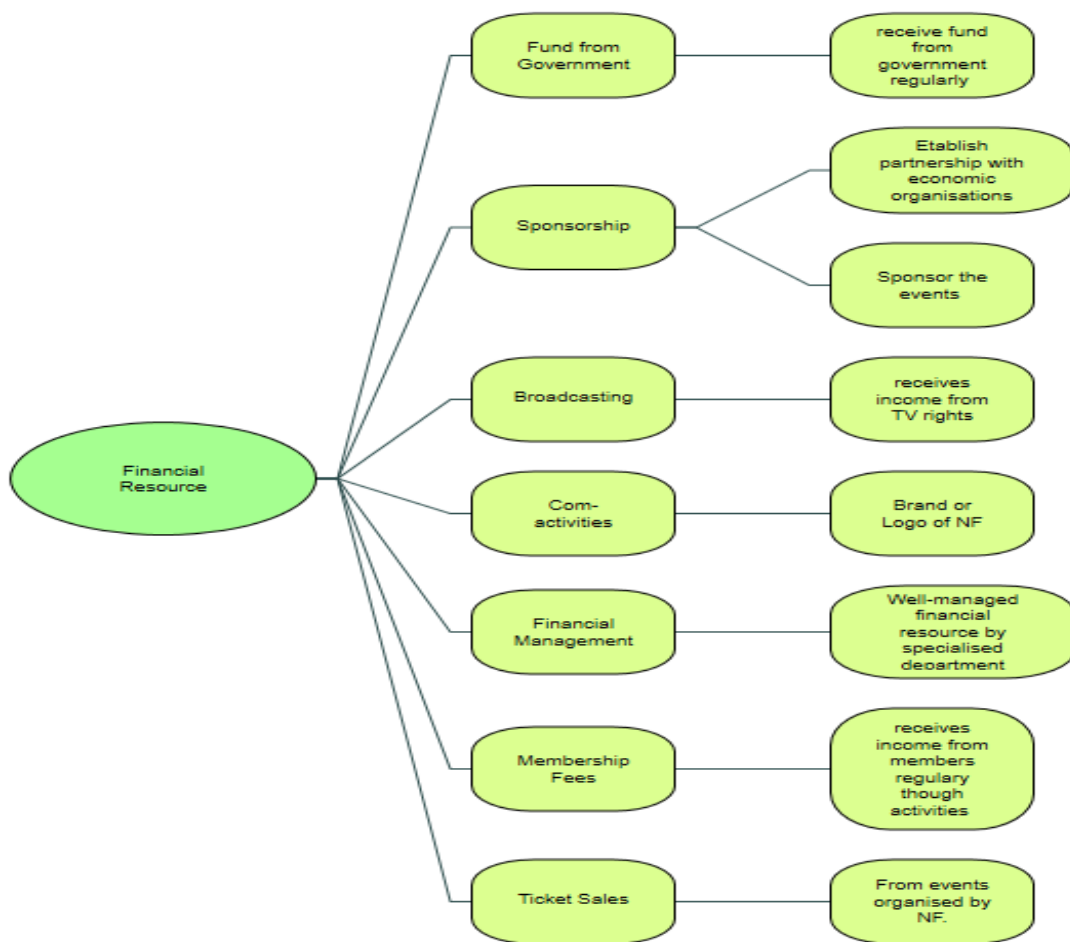


Figure 4-17: Map of themes related to financial resources

4.10.3 Physical Resources

In national federations, physical resources comprise training and competition facilities, office building, technology, sports equipment and uniforms. These resources play a great role in improving the performance in NFs. Simply, NF or any sports organisation needs support services, sophisticated equipment and facilities to run programs and activities and achieve international results (SPLISS, 2006). Participants reported that sustainable NF needs physical resource, for instance, participant C stated that

“The sustainability needs the physical resources, it is considered one of the most important and influential factors of development and achieving the success. It helps to organise the events and competitions”.

There are some themes have been generated in terms of physical resources outlined in the

below tree map produced by NVivo 11 Pro.



Figure 4-18: Hierarchy chart of the themes related to Physical resources

Participants included in the current study repeatedly mention these themes with varied frequency. Participant H said,

“Let me repeat again, for the sustainable federation, we need to have infrastructures, fields, playgrounds and facilities or equipment”.

As seen above, training venues have been coded more than the other three themes because, based on the responses provided by the interviewees, sustainable NF needs training venue to prepare the athletes. Participant I said,

“Of course, the Egyptian federations without the physical resources in terms of training places, competition venues affect greatly on the sustainability”.

However, some participants clearly said that there is a weakness in physical resources in the Egyptian federation generally with exception of football federation. Participant G said,

“Yes, but federations, except the Football Association, do not own their playgrounds so they depend on governmental institutions like stadiums built by the government recently”.

Participant I explained this by saying

“Clearly, we have a deficiency in the physical resource here in federation and the reason behind it is the lack of the financial resource. The financial performance of the federations is very modest so they are unable to buy the things which meet their needs or the facilities”

For the competition venues, most of the participant confirmed that sustainable federation needs to have their own venues but they mentioned that competition venues are provided by the government though the ministry of sport, for example Participant A clearly said,

“As a matter of fact, the physical resources are available in military organisations, Ismailia Institution, Huckstep camp, and Minya. The armed forces play a vital role in weightlifting; it is the only organisation which can support the sports districts” District President

For the equipment, participants stated that NF needs to have appropriate equipment because that helps the athletes to get good training and achieve international results. Participant B said,

“transportation of the bikes and buying the bikes is very much expensive, we cannot afford it as federation even we have a plan for youth Olympic games or Tokyo Olympic games, that will affect the training of our athletes because they are using the old bikes not as many professional bikes so that reduce capability to participate or complete in the events. Sure, it is affecting” NF Sec-General.

Finally, for the office, participants highlight its importance to building sustainable federation because the NF needs to have its own headquarter but the headquarters of all federation owned by the government. One of participant said,

“The federation looks like small flat and I don’t know they can manage and work there”

The following map clarifies the themes of physical resources generated by NVivo 11 Pro,

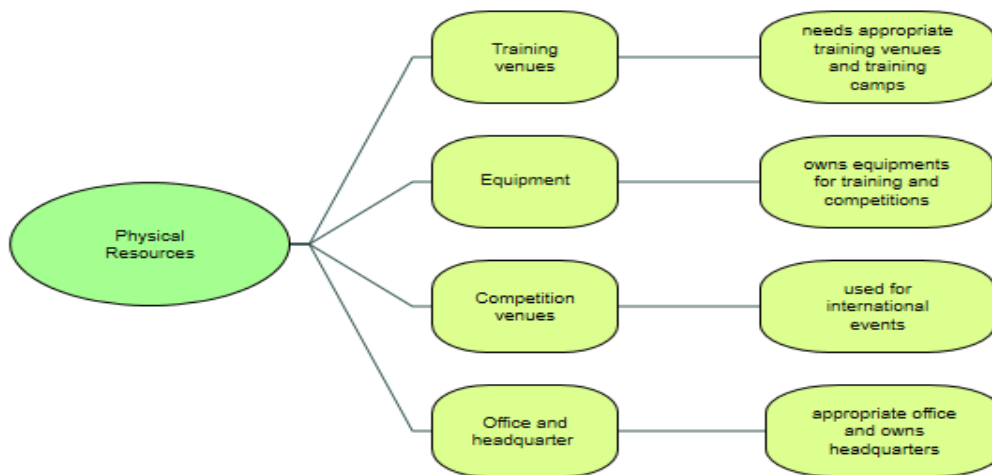


Figure 4-19: Themes map of Physical resources

4.10.4 Capabilities

Capabilities mean an ability to use the available resources effectively and to find new resources for the organisation. According to literature, the capability is related to governance and management. Governance is the system and processes for ensuring accountability, probity and openness in the conduct of an organisation. These processes may be as board selection, monitoring and evaluation, the capability of board or committee to effectively implement proper policies, board motivations, board structures and performance. Management refers to the day-to-day activities undertaken by operating staff. Based on an analysis, two main themes have been emanated from this parent theme namely; management and governance and have been coded more than other themes. Participants in the current study confirmed that sustainable national federation needs both governance and internal managerial systems. NVivo 11 Pro produces the following figure showing the tree map of the main theme of capabilities.



Figure 4-20: Three map of themes related to capabilities

For the first theme (Board), Participants suggest that sustainable NF need to have good board so as to be able to manage the resources, for example participant A said,

“The federation needs to have a board elected by the wise general assembly and each member has to have his specific tasks to avoid conflicts. General Assembly is very important they have awareness and they should meet in regular basis”. District President

Moreover, Participant I confirmed this saying,

“Of course, there is the important influence of the board structure on sustainability so I advise that nomination requirements should include something related to the necessity to have some training sessions in sports management or management boards should be qualified in terms of sports organisation management” NF consultant.

To sum up, the participant sees that sustainable NF should have an elected board where each member has his certain tasks. In addition, General Assembly should meet in a regular basis. Furthermore, board members to get some course related to management as a requirement for election.

Regarding monitoring and evaluation, the participants identify this theme and have been coded

frequently as a requirement for sustainability in NF. As IOC (2007) mentioned that control and evaluation are central to the management of every organisation and is a key responsibility of the Board of any Olympic Sports Organisation (OSO). Strategic evaluation is the final step in the strategic management process and involves comparing objectives with the actual results, which should be done by the Executive Board. Participant A confirms this saying,

“Yes, in a sustainable model, the federation I think has to have a framework for evaluation, as evaluation is the first point in the success, you will know what is wrong, what is good. For the methods of monitor and supervision are applied now done by the Ministry of youth and sports”
District president.

This also supported by participant L as he said,

“Yes, there is nothing to do without supervision. There must be evaluation and monitoring, and people should welcome this system, because it reflects transparency” NF President

Concerning the strategic planning theme, participants suggest that sustainable NF needs to have strategic planning highlight vision, mission and objectives. As confirmed by a participant in this study, the strategic plan is the most important factor affecting sustainability in NF. It can be defined as a plan for achieving long-term goals and objectives and allocating resources necessary for carrying out these goals. For example, participant A stated that,

“There should be a long-term strategic plan for the Egyptian weightlifting Association to achieve the goals, and this plan should be announced clearly” District President.

Furthermore, participant I clearly mentioned the following statement,

“We need comprehensive strategic plans for these organisations in order for them to be sustainable. The sustainability is mainly depending on the strategic planning, if you have a strategic plan for the development in terms of financial, sports aspect, this means you will have the ability to create sustainability but unfortunately, the Egyptian federation does not have strategic planning”.

Finally, based on above, sustainable NF needs to have a comprehensive strategic plan and announced clearly in annual congress meeting.

Lastly, for the laws and regulations as a theme related to governance, most of the participant support that organisational sustainability in NF needs to some laws and regulations in order to organise the work within the federation. Participant A mentioned that,

“The board should establish constitution and regulations, this constitution must recognise by the international federation otherwise, we live in different planet”.

The constitution in NF sets out the purpose and rules. In addition, it means the basic document that helps to ensure the smooth and proper running of activities (Olympic Charter, 2007). An important point raised by Participant A,

“For the people in the federation, they should be controlled by the code of conduct showing what they should do and what they shouldn’t”.

According to all mentioned and suggested above, the following map generated by NVivo 11 Pro show the themes of capabilities and sub-themes related.

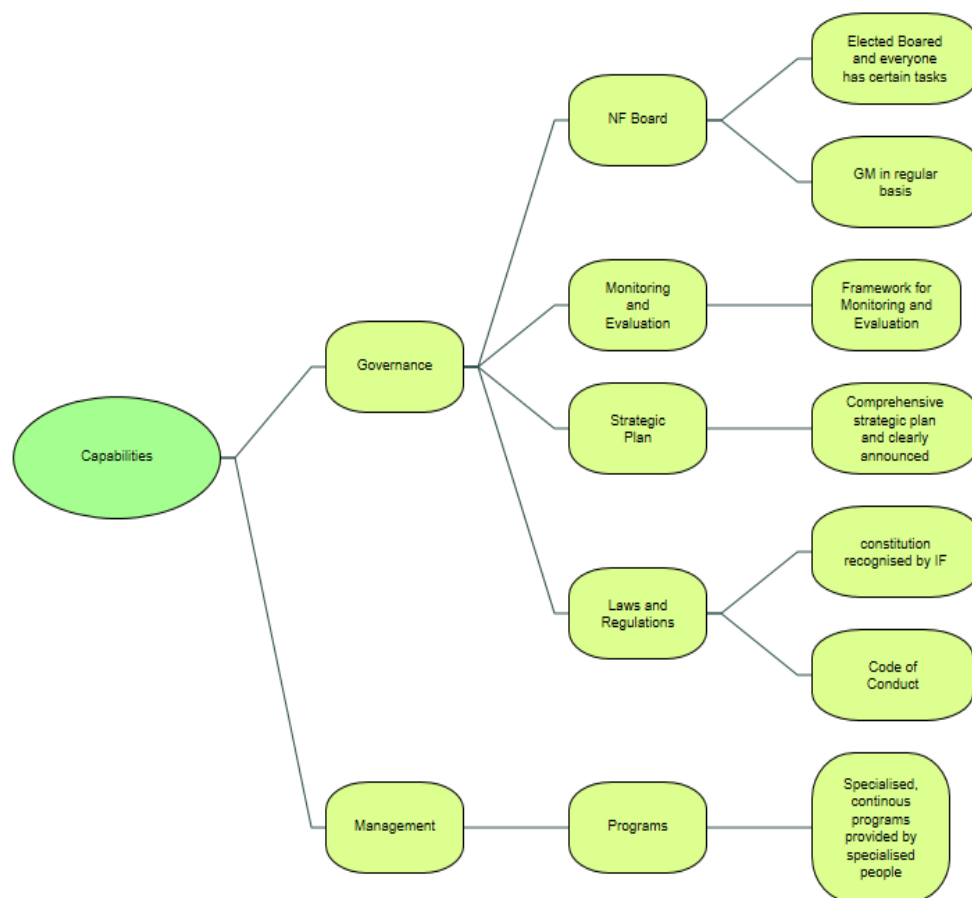


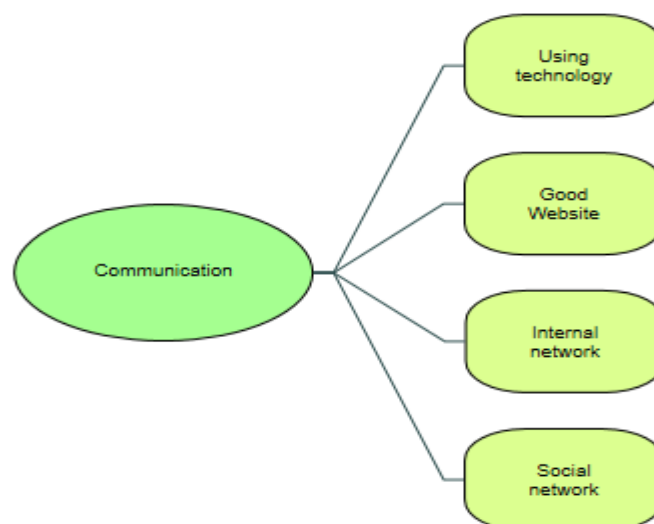
Figure 4-21: Themes map of capabilities in sustainable NF

4.10.5 Communications

According to Fielding (2006), all organisations consider communications as an essential for survival. Without communication, a business would not exist. Organisations are concerned with a wide range of communication activities. Firstly, communication within the organisation has to be as effective as possible. Organisations also have to communicate with other organisations and suppliers, since good relationships with them are essential. The most important activity of all is communication with customers, without them no organisation would exist. The communication as a theme comes after resources and capabilities in terms of frequency codes. Participants in this study suggest that sustainable NF needs to have communications with other federations and other related organisations. For example, Participant E said,

“As you know, the federation should communicate with other federations, so I think that technology plays a good role in this and will help in sustaining the federation because all the international federations using electronic communications” NF member.

Finally, sustainable NF needs to have the technology, a good website, internal electronic network, and social network. The following map shows the needs of sustainable NF in terms of communication.



4.10.6 Participation and Sport Activity

This theme refers to sports aspects like athlete's preparation, competitions, and organising events. Participants suggest that sustainable NF needs to prepare grassroots and youth for competitions and increase their numbers. Also, they need professional people to establish teams. Furthermore, it needs to create a product. Participant L mentions,

“Federation needs to have a product offering; this product is not just for sport. This product is championships and athletes, reputation and value, and can attract the masses and the federation should participate in regional, continental and international championships” ” NF President

Based on the suggestions raised about this theme, sustainable NF needs to increase the participation base, prepare athletes and teams, support national teams, compete in all level of competitions and organise championships as a product. The following map presents the needs of sustainable NF in terms of sports aspect.

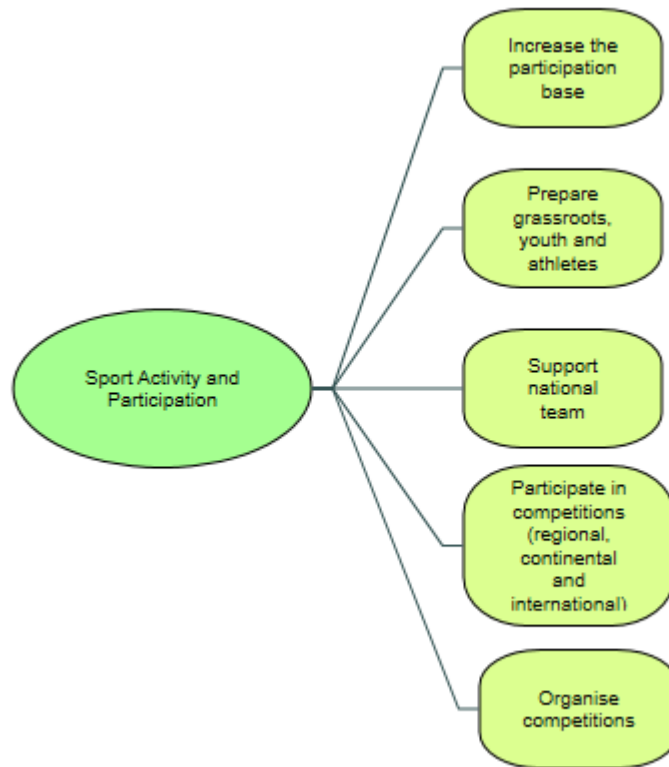


Figure 4-23: Map of Sports Activity and Participation theme

4.10.7 Culture (Values)

The last theme generated through coding process is culture. Some participants suggest that a national federation needs a culture in order to be sustainable. This theme has been coded fewer times than others mentioned above, because of the focus given to resource and capabilities. However, some participants point to culture, awareness and values. Participant G mentions,

“The federations need to build system able to increase the sports awareness and preference as a public aim rather than for personal benefit. For example, Alahly fans or Zamalek fans do not attend the squad matches; they claim that we support our team only” NF President.

Furthermore, participant E adds,

“We need in our federation some values like respect, love the sport and love our federation” NF member.

Moreover, participant F mentions,

Yes, that matter depends on the size of information the more the culture is , the better the results are.

Also, participant G sees,

I think for the development of the handball federation and other federations, we need to change the culture of the people towards the sport generally and try to increase their awareness. It is important. And he adds we have a lack of culture and awareness, so we need to increase the awareness of the people involved the General assembly.

Participant D says

It is difficult because you are in dire need to change the culture of people involved. You need to develop the people working for these federations and this will take very long time. I see that we need to make the society of sport aware the value of the sport and they need to change their view towards the sport.

The following map shows the themes related to values raised by some participants

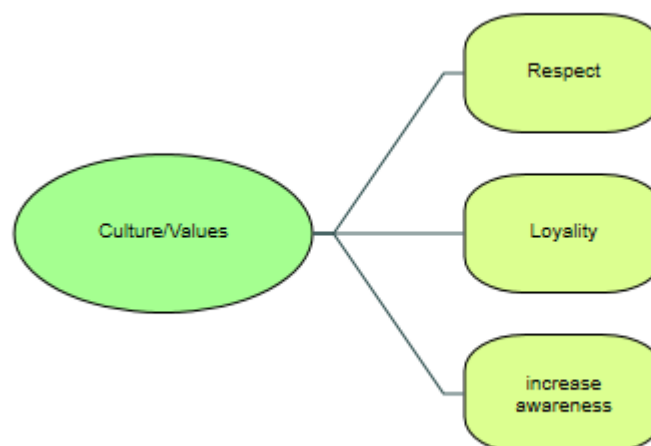


Figure 4-24: Map of culture theme

The following section presents the empirical evidence of the requirements needed for sustainable national federation.

Scale	Symbol	Frequency of coding
Second-order coded	*	
Not coded	[blank]	Zero
Coded once	✓	1
Coded twice	✓✓	2
Coded more than 2	✓✓✓	More than or equal 3

Table 4-6: Scale of empirical evidence

First-order codes	Second-order codes	Support from transcriptions																		Aggregated dimension/Categories
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	
<i>“We need resources like human resources and should be trained and qualified provided by the training sessions and programs”</i> <i>NF member</i>	Training and Education	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	Human Resources
		✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
		✓		✓				✓	✓	✓		✓	✓	✓	✓			✓	✓	
									✓	✓				✓				✓		
<i>“In order to get sustainability, our athletes need to get good training and practice continuously”.</i> <i>NF Sec-Gen</i>	Athletes	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	Human Resources
		✓	✓	✓	✓	✓		✓			✓	✓		✓	✓	✓	✓	✓	✓	
			✓	✓	✓	✓		✓			✓	✓		✓	✓					
			✓	✓				✓						✓	✓					
<i>“If I did not have good coaches, there will not be a champion or a good athlete can compete in the championship or can break the record, whether individually or in teams in different sports in general, especially in boxing”</i> <i>District member.</i>	Coaches	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	Human Resources
		✓		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
						✓	✓		✓		✓	✓		✓	✓	✓	✓	✓	✓	
							✓				✓	✓					✓	✓		
<i>“Human resources management is linked to or concerned with the development of employees through the development of training programs and</i>	Human Resources Management	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	Human Resources
			✓			✓		✓		✓		✓		✓	✓		✓			

[illegible]

“We also need to get income from tickets sales” ⁸	Ticket sales	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
				✓				✓											
“There are many factors for the sources of funding of federations such as membership” ¹¹	Membership Fees	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
									✓		✓						✓		
“The federation also owns the commercial rights concerning the international team T-shirts, the sponsors whose logos are displayed on papers, fences, the playground ads. And even the name of the championship, marketing the logo of the federation and relating it to foods and athletic appliances” ¹⁰	Commercialisation activities	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
				✓		✓				✓							✓		
“The Egyptian federation are mainly depending on the fund coming from Egyptian government because the management boards are not able to find out another resource to fund the activities and programs” ¹³	Fund from Government	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
					✓	✓	✓	✓	✓	✓			✓	✓	✓		✓		
				✓	✓	✓	✓	✓	✓	✓			✓	✓					
“Of course, the physical resources affect directly on the sustainability of the national federations like training avenues and competition avenues” ¹³	Training Venues	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
		✓				✓	✓			✓	✓			✓	✓	✓	✓	✓	

<i>long time. Absence of strategic planning in federation reflects that there is not future to this federation”13</i>										✓		✓			✓	✓				Management and Governance
<i>“Yes, in sustainable model, the federation I think it has to have framework for evaluation as evaluation is the first point in the success, you will know what is wrong, what is good”. 1</i>	Monitoring and Evaluation	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
<i>“The board should establish constitution and regulations, this constitution must recognise by the international federation otherwise, we live in different planet”.1</i>	Laws and Regulations	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
		✓					✓			✓	✓		✓	✓			✓	✓		
<i>“The federation needs to rely on technology, website, and electronic communication”.2</i>	Communication	*	*	*	*	*	*	*	*	*	*		*							Communication
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓							
<i>“If they did not increase the grassroots and participation I think they will have problems in the future”4.</i>	Sports activity and Participation	*			*							*	*	*	*		*	*		Sports activity and Participation
		✓			✓							✓	✓	✓	✓		✓	✓		
<i>“We need in our federation some values like respect, love sport and love our federation”5</i>	Culture and Values	*		*		*	*	*				*								Culture and Values
		✓		✓		✓	✓	✓				✓								

								✓				✓									
<p><i>*These 7 main themes have been coded as a sustainable NF requirements (Human Resource, Financial Resources, Physical Resources, Capabilities, Communication, Sports Participation, and Culture)</i></p> <p><i>Coded three or more - ✓✓✓, coded twice - ✓✓, coded once - ✓, no evidence – [blank].</i></p>																					

Table 4-7: Empirical evidence in discovering what NF needs to be sustainable

The column one of the table above shows descriptive coding (first-order codes) as the researcher identifies those parts of the transcript data and allocates descriptive codes throughout the whole transcript. The second column refers to an interpretative coding (second-order themes) as the researcher groups together descriptive codes that seem to share some common meaning and create an interpretative code that captures this. For the fourth column, it points to defining overarching theme as the researcher identifies as NF's needs for sustainability as the main theme related to the research question.

4.11 Findings 3: Government Funding

This theme has been generated in order to understand to what extent the funding coming from the government is enough to sustain the activities and programmes in NF. The majority of participants confirmed that government funding is not sufficient to make NF sustainable, which means that the board has to find alternative resources to fund the activities. For example, participant said,

“No. it is not enough. If the Egyptian government stopped to fund the federation, the activity of the federation will be stopped completely”¹³.

Participants mentioned that in the case of government stopping the funding of the federation, the activity of the federation would collapse. One of participants said,

“If the Egyptian government stopped supporting federations, Egyptian sport will fail”¹⁷

On the other hand, the football federation confirmed that there will be no impact if government funding stopped. For example, participant said,

“Nothing is going to happen because it's a public federation that has its own financial cover”.

4.12 Findings 4: Sustainability Limitations

Finally, the last theme has been generated based on the responses of interviewees is the limitations of creating organisational sustainability. Participants confirm that organisational sustainability is mainly reliant on resources and capabilities. It is worth noting that this result supported by Shediak-Rizkallah & Bone (1998), Swerissen & Crisp (2004) and Sarriot et al. (2015). They argued that the sustainability of an organisation is associated with the concept of organisational development which emanates from the resources and capabilities the organisation has. More importantly, participants see that if the NF has insufficient resource or good capabilities, it will definitely find it difficult to survive. For example, Participant 14 said,

“There are many obstacles, whether the obstacles that related to the laws, in addition to the weakness of the financial resources, which is the main factor, and lack of capabilities may be a major obstacle in the sustainability of the federation. In addition, laws and regulations may hinder the sustainability of the activity”¹⁴

To summarise, the sustainable NF should possess enough resources and good capabilities and definitely without them, the NF will be unable to survive.

4.13 Summary

This chapter answered one of the research question, which related to what does the National Federation need to have in terms of organisational sustainability. It also shows the main factors leading to organisational sustainability in NF. This chapter discusses seven main themes have been identified using data extracts. The final stage of thematic analysis will be discussed in the first section of the discussion chapter. Furthermore, this chapter demonstrates the necessity of resources (human, physical, financial) and capabilities to create the organisational sustainability in sport national federation. The outcome of this chapter is the benchmarks of sustainable for NFs (Appendix 7). The

discussion chapter creates arguments in relation to the research question and explains how the findings in the current chapter fit with extant literature.

5 CHAPTER FIVE: RAT ANALYSIS

5.1 Introduction

Based on the benchmarks generated by the interviews that have been analysed in the previous chapter, an internal environment analysis of the Egyptian National Federations (NFs) is presented in this chapter. The chapter therefore presents the actual assessments of Egyptian NFs which are responsible for the overall performance of ENOC. The aim of this chapter is to give a general picture of the findings of Readiness Assessment Tool (RAT) which identifies the gaps between what the NFs have in place and what they should have to be sustainable sports organisations. In addition, the chapter will interpret the RAT pillars and organisational elements. The chapter will be organised as follows: firstly, presenting the results of the assessment of NFs generated by RAT. Secondly, discussing the results of the assessment in detail for every single pillar then finally, identifying the actions needed for improvements.

5.2 Overall findings of Egyptian NFs assessment

The twenty-two Egyptian NFs included in this study recognised by ENOC and all of them send their teams to the Olympic Games. The data required to complete the RAT has been collected using a paper-based version of the questionnaire, then entered into the RAT. It is worth noting that, the results of this analysis for each NF has been averaged to give an overall picture of NFs within Egypt. The results are then compared against the benchmark of sustainability to indicates whether the NFs in Egypt have developed to a level which will allow them to be sustainable.

Figure 5-1 shows that there a gap between the actual assessment of NFs investigated in this study and the benchmark of sustainability in many of the organisational pillars assessed by the RAT. The readiness assessment shows that when compared to a benchmark developed by experts, for sustainable national federations, the NFs investigated in this study are not sufficiently developed to create strong system enables them to be sustainable organisations. This is due to poor resources (physical resources, and financial resource) and low levels of capabilities (governance, management and communications). The only pillar where NFs, overall, meet the benchmark for sustainability is human resources, albeit, there are some elements of this pillar that need additional work. It is also worth noting that the assessment showed that the finance pillar was the least developed, with low levels of financial resources and capabilities. This means that Egyptian NFs are not developed enough to be sustainable organisations, and this will be discussed below.

The following section sets out and discusses the findings in more detail.

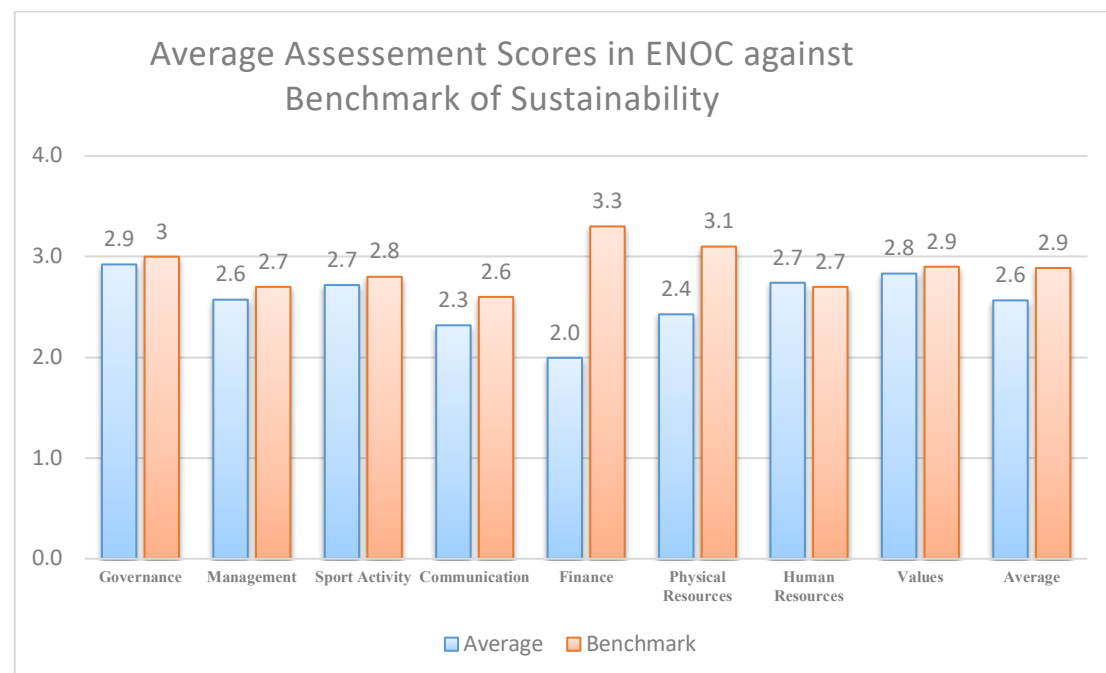


Figure 5-1: Average assessments scores in ENOC against Benchmark of sustainability

The discussion below considers, in detail, the organisational pillars and their associated organisational elements.

The benchmarks of sustainability were developed by a variety of interviews consisting of ENOC members, NFs board members, NFs districts members, NFs consultants and experts in the field. It is worth noting that RAT is approved by the International Olympic Committee and is widely accepted as a basis for assessing the capabilities and resources in most, if not all federations around the world.

5.2.1 Findings of Governance

The first pillar assessed by the RAT is governance, which means process and ensures transparency and accountability in the sports organisations. The assessment shows a gap between the current level of development and what is required for sustainability based on an average total score in many elements. However, as set out in Figure (5-2), there are organisational elements that meet or exceed the benchmark which has been developed to indicate a sustainable organisation. These are; the way meetings are run, constitutional arrangements, an affiliation of membership, organisational networking, the presence of a code of conduct, and strategic leadership. Affiliation of memberships and strategic leadership are of particular note, since such membership generates financial resources for an NF, but these cannot be fully realised unless members are affiliated. Without strategic leadership, the NF is unlikely to be able to deliver its objectives and develop as an organisation. That these two elements are strengths of Egyptian NFs provides a useful basis for improving organisational sustainability.

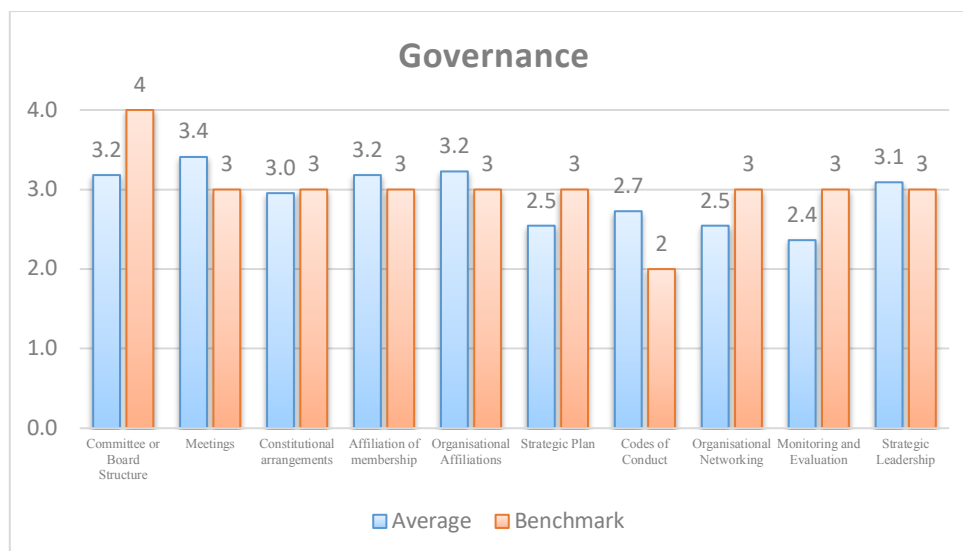


Figure 5-2: A Comparison of Average Assessment Scores of Governance in Egyptian NOC against the Benchmark sustainability

However, there are a number of elements that the readiness assessment shows need to be addressed. First, Egyptian NFs need to improve the structure of their management board to focus on the development of portfolios for board members. Portfolio-based boards ensure that key areas of the organisation have representation on the board and that board members take responsibility for aspects of the organisations. The need for portfolio-based boards is supported by the Australian Sports Commission (2003) which commented that poor governance has a variety of causes, including director inexperience, conflicts of interest, failure to manage risk, poor internal business systems and reporting.

NFs should be governed by a board of management on which each person is either elected or appointed to perform or oversee a specific function of the organisation. Each board member should be assigned specific portfolio or area of responsibility. Shilbury and Ferkins (2011) reported that it is in the interests of board members to have a clear understanding of their legal duties, responsibilities and liabilities, and a good working knowledge of the many ways in which governance of their organisation can be

improved in order to manage and reduce risk in their daily operations and decision-making.

Second, the research shows that strategic plans of NFs are not at a level required for organisational sustainability and that work needs to be done in order to ensure that written strategic plans are developed, with associated simple key performance indicators (KPIs), for at least the next 24 months. NFs also need to focus on developing their organisational networks by attending regional and international meetings and conferences as well as international activities and competitions. Furthermore, they need to be actively involved in regional and international meetings and should aim to have somebody on the Board of the regional or international federation. Finally, as identified by the IOC (2007), control and evaluation are central to the management of every organisation and a key responsibility of the board of any Olympic sports organisation. Shilbury and Ferkins, (2011) considered this as one of the most important elements in governance because it is intrinsically linked to the accountability and transparency in organisation. This research shows that there is a gap between the actual practices of the NFs included in this study and the RAT benchmark. This is due to a lack of KPIs for more than 50% of activities and programmes conducted. NFs need additional work to overcome this in order to meet the benchmark of sustainability.

5.2.2 Findings of Management

Management is the second pillar included in RAT. It refers to day-to-day activities undertaken by operating staff. Similarly, the assessment reveals a gap between the current level of development and what is necessary for sustainability. However, as set out in Figure (5-3), there exists some organisational elements that fulfil the basic requirements to achieve sustainability. These are; the way programmes are managed,

risk management, meeting management and operating procedures. It is worth noting that without operating procedures, the NF is unlikely to be able to deliver its objectives and develop as an organisation. Generally, the four elements of meeting management and operating procedures, risk management and management of programs are qualities the Egyptian NFs possess to facilitate further development of organisational sustainability.

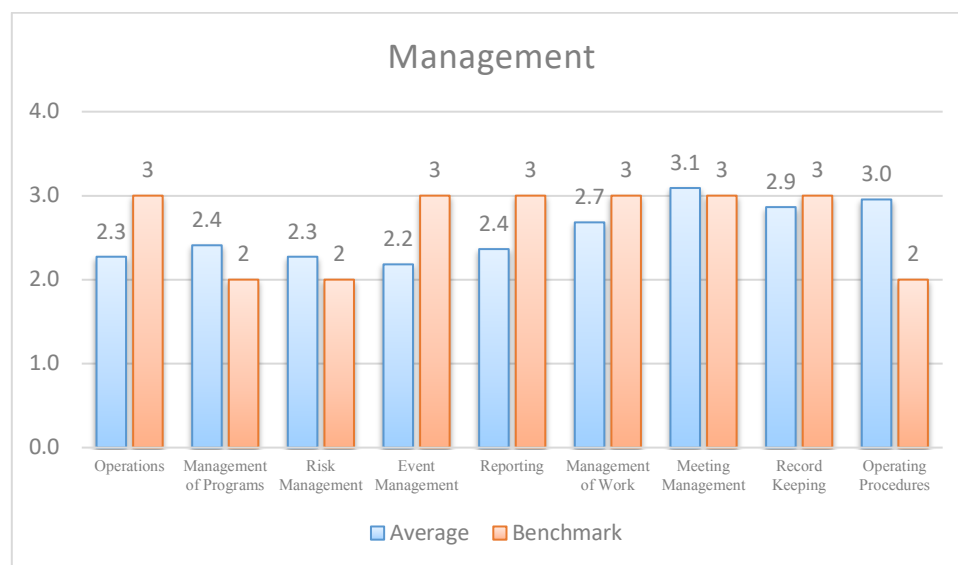


Figure 5-3: A Comparison of Average Assessment Scores of management in Egyptian NOC against the Benchmark for Sustainability

However, there are a number of elements discovered by the readiness assessment that require improvement. First, Egyptian NFs need a balanced written Operations Manual that documents all the procedures and protocol undertaken. In addition, a formal meeting or AGM must pass this Operation Manual.

Second, the research shows that event management of the NFs is not at a development level required for organisational sustainability and that work needs to be done in order to ensure a competition committee responsible for the events according to a planned strategy as reflected in the strategic plan. In addition to the need to special committees to hold special events as required.

Thirdly, NFs also need to focus on developing their reporting by producing reports that are formalised and set out in a standard way for at least 75% of activities and programmes. Furthermore, these reports need to be presented at committee meetings and at least noted at AGM.

Fourthly, this research shows that management of the NFs needs additional work to meet the benchmark of sustainability. In order to do that, NF boards need to delegate some tasks to non-elected volunteers or employees but monitor these with members of the elected committee. Furthermore, the elected committee needs to share the burden of the tasks required in the organisation and that may be reflected in the assignments of specific roles to each member of the board.

Finally, NFs also need to focus on developing their record keeping by establishing a system able to keep and file the records and meetings systematically. In addition, they need to establish a repository to keep full records of competitions results and statistics that are maintained online or in a formal filing system that enables easy recall of information on demand. The South African sports commission (2012) reports the significance of the documentation and maintains the records for sports organisation.

5.2.3 Finding of Sport Activity

Sports activity is the third pillar included in RAT. This pillar refers to the overall sporting performance of the organisation in terms of the athlete's preparation, competitions levels and staging events implemented within the organisation. According to the assessment, there is a gap between the current level of development and that which is required level for sustainability, as suggested by the average total score in many elements. Nevertheless, as set out in Figure (5-4), some organisational elements exceed the benchmark that has been developed to indicate a sustainable organisation.

These are a general competition, involvement of regional and international activities, sport for all and recognition and incentives provided for human resource in NFs. Arguably, the absence of these elements, especially national and international competition, makes NF unable to deliver its objectives and develop as an organisation. These elements can be seen as strengths of Egyptian NFs creating a foundation to improve organisational sustainability.

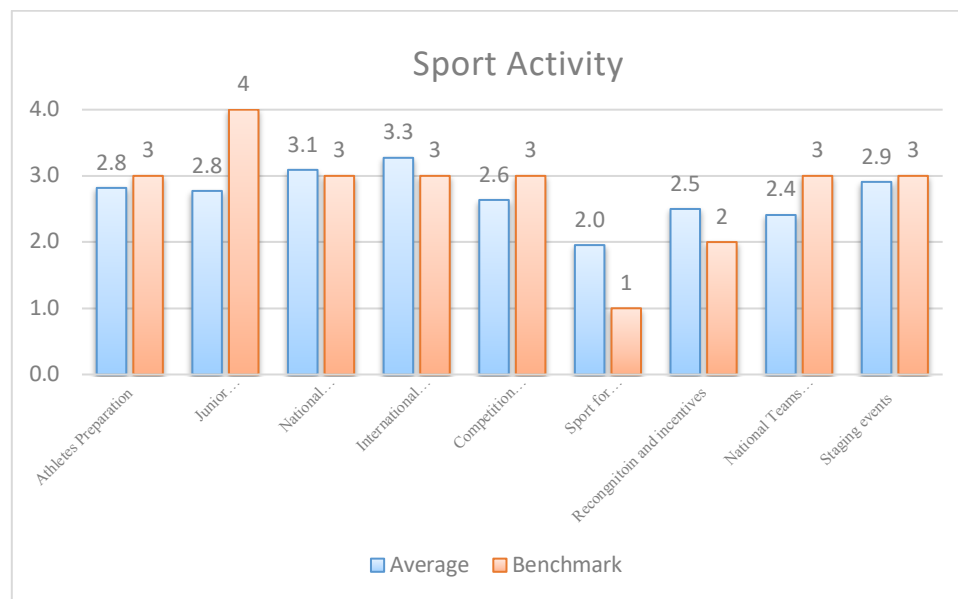


Figure 5-4: A Comparison of Average Assessment Scores of Sports Activity in Egyptian NOC against the Benchmark for sustainability

However, it is apparent that a number of elements analysed by the readiness assessment needs addressing. First, Egyptian NFs need to implement or facilitate regular and frequent training for athletes at least for the major part of the year and the national squad needs to prepare for a regular regional event. Moreover, NFs need qualified coaches to supervise the training. Second, the research shows that junior competition of the NFs is not at a development level required for organisational sustainability and that work needs to be done in order to ensure establishing junior groupings, which are graded by standard and ability. Furthermore, NFs need to hold the junior competitions that lead to representative honours at district, state or even national level.

Thirdly, NFs also need to focus on developing their competitions and activities through competitions and activities carried out all year around and conducted according to international rules and procedures. Fourthly, the research shows that NFs need to have national squads for most of the year. In addition, the national squad needs to be picked from players involved in high-level competition and prepared for at least 6 weeks prior to competition. Lastly, the research shows that staging events of the NFs are not at a development level required for organisational sustainability and they are in need to host national tournaments and the occasional regional event. Furthermore, hosting regular national events like as national championship is required for sustainable NFs.

5.2.4 Findings of Communications

The fourth pillar in RAT is communications. According to Fielding (2006) all organisations consider the communications as essential for survival and without communication a business would not exist. Organisations are concerned with a wide range of communication activities. Firstly, communication within the organisation has to be as effective as possible. Secondly, organisations also have to communicate with other organisations and suppliers, since good relationships with them are essential. The most important activity of all is communication with members and customers, without them no organisation would exist.

The assessment shows a gap between the current level of development and what is required for sustainability based on an average total score in most of the elements. However, as set out in Figure (5-5), two organisational elements exceed the benchmark that has been developed to indicate a sustainable organisation. These are printed communication and the methods used for communicating with the audience. These two

elements are important for NF to develop and deliver its aims as an organisation. Both elements are advantages of Egyptian NFs in providing the beginning for developing organisational sustainability.

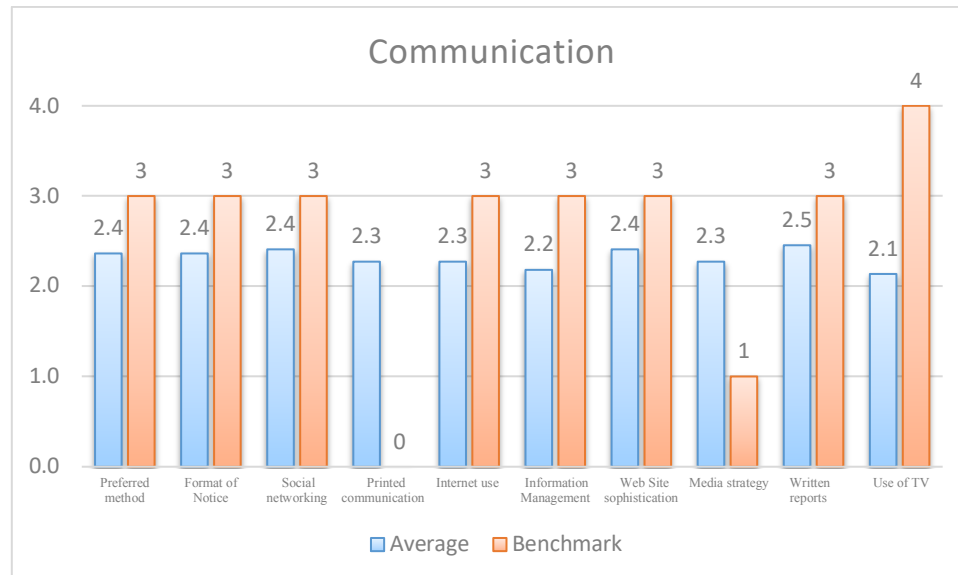


Figure 5-5: A Comparison of Average Assessment Scores of Communications in Egyptian NOC against the Benchmark for Sustainability.

However, the readiness assessment shows that the majority of elements included need addressing. First, Egyptian NFs currently use phone and fax as preferred method of communication; however, NFs need to establish an E-mail network. Furthermore, they need to distribute notifications via a web site or social network site as a primary source of information to improve the level of sustainability.

The research shows that format of notice of the NFs are not at a development level required for organisational sustainability and that work needs to be done in order to ensure distributing more than 80% of the notices by electronic means, either e-mail, web site or texting.

Thirdly, NFs also need to focus on developing their social networking through initiating a social network for their members, but using an existing platform which is accessible by non-members.

Fourthly, the research shows that NFs need to invest in a dedicated internet provider and brand the organisational with a URL that represents the organisation. Furthermore, they need to establish an organisational intranet to enhance communication between members within the organisation.

Fifthly, the research reveals that information management of the NFs are not at a development level required for organisational sustainability and they need to implement communications and disseminations of information in line with strategic plan. In addition, communications should be supervised directly by volunteers and paid staff who reports to the secretary or designated board member.

Sixthly, NFs appear to be underdeveloped in the element of website sophistication compared to the level required for organisational sustainability. Therefore, NFs need to establish an organisational web platform that provides the basis of all the organisation's communications. Also, they need to establish an organisation web site with a unique URL and should be internally managed. In addition, NFs also need to focus on developing their written reports by ensuring that a formal report format is agreed upon and written reports on all activities must be tabled by AGM.

Finally, NFs are in need to work on developing their using of TV by ensuring that TV habitually covers organisation events and competitions. Also, by ensuring that some income benefit from TV coverage is achieved.

5.2.5 Findings of Finance

The fifth pillar in RAT is Finance. In fact, there has been a long established relationship between sports organisations and funding from the very first ancient Olympic Games. The Olympic Games and its events have required considerable resources to be

mobilised. These resources can be obtained through plans which aim to attract sponsors and some financial activities. Funding in sports organisations is inevitable sports clothing goods, equipment, transport, staff, (Andreff and Nys, 1997; Andreff and Weber, 1995).

A gap has been shown between the present level of development and what is required for sustainability based on an average total score in most of the elements. However, as set out in Figure (5-6), one organisational element exceeds and another meets the benchmark level that indicates a sustainable organisation. These are funding from government and the way money is managed. It is notable that, the two elements are essential to develop NF and deliver its objectives.

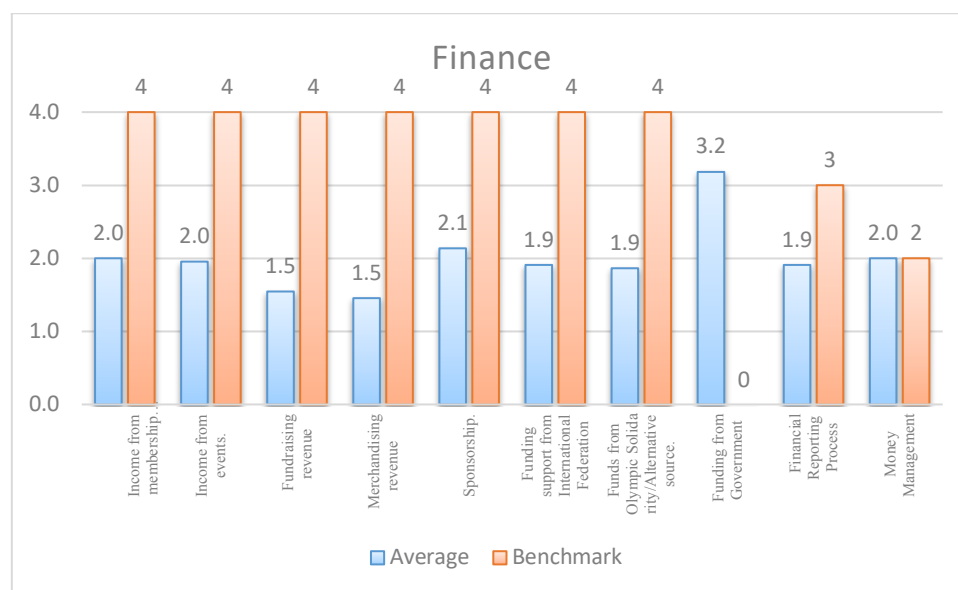


Figure 5-6: A Comparison of Average Assessment Scores of Finance in Egyptian NOC against the Benchmark for the elite and professional organisation.

However, the assessment shows a majority of the elements need to be developed further. First, Egyptian NFs need to work on developing elements like income from membership fees, and from events by diversifying member income from other sources such as merchandising, social club activities, supporter club activities and any other initiatives that assist the organisation to derive needed funds from members.

Furthermore, by deriving some income from spectators at events, sponsors of events that help them at least break-even on running the event and TV rights.

Second, the research shows that elements of fundraising, merchandising and sponsorship of the NFs are not at a development level required for organisational sustainability and that work needs to be done in order to ensure establishing formal fundraising activities at and around events through a marketing committee according to the organisation's marketing plan. In addition, NFs need to establish a specific brand that identifies the organisation by a logo and providing and distributing a comprehensive range of branded merchandise available for sale. Furthermore, NFs need to secure a commercial contract based on rights to the organisation brand and securing a sponsorship support for major events contracted for a minimum of 5 years done by specific people.

NFs also need to focus on developing their funding from International Federation (IF) and Olympic Solidarity (OS) by securing royalties for participation in major events such as the World Cup and securing funding from the IF in return for national team involvement in specific events. In addition, they need to secure participation by qualified athletes in the Olympic Games.

Lastly, this research shows that there is a gap between the actual financial practices of the NFs included in this study and the RAT benchmark. This is due to a lack of auditing process of finances that should be carried out annually. NFs need to produce specific financial reports for all programmes and projects for which money has been provided by an external source.

5.2.6 Findings of Physical Resources

The sixth pillar in Readiness Assessment Tool (RAT) is Physical Resources. It is worth noting that the implementation of strategies in sports organisations in the operational plan is reliant on the availability of physical resources particularly space and equipment. Space, whether indoor or outdoor is needed for both training and competition purposes. On the other hand, equipment means tools and supplies which the athletes need in training and competition. FIFA mentions in Club Licence Regulations 2004 that a sports organisation should take into consideration its infrastructures and suitable training facilities for their players to help them improve their technical skills.

The assessment reveals a gap between the current level of development and what is necessary for sustainability. However, as set out in Figure (5-7), only one organisational element exceeds the benchmark that has been developed to indicate a sustainable organisation. This is an element of team uniforms. The level of this element represents a good indication to establish organisational sustainability in Egyptian NFs.

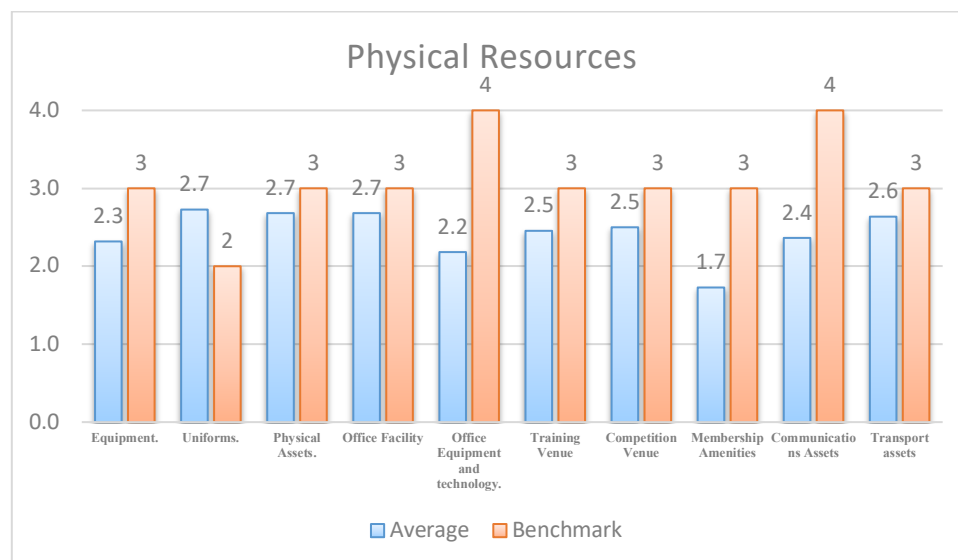


Figure 5-7: A Comparison of Average Assessment Scores of Physical Resources in Egyptian NOC against the Benchmark sustainability

However, there are a number of elements discovered by the readiness assessment that needs improvements. First, Egyptian NFs need to work on developing elements like equipment and physical assets by providing equipment that meets IF requirements for training and competition. In addition, providing access to training and playing areas that meet the standard dimensions and requirements of the international Federation. Furthermore, NFs need to lease or own simple facilities for training and competition.

Second, the research shows that elements of office facility and office equipment and technology of the NFs are not at a development level required for organisational sustainability and that work needs to be done in order to lease or own a facility can be called headquarters for housing staff and catering for meetings and all administrative functions. Furthermore, NFs need to own full range of state of art office equipment and furniture.

On the other hand, NFs also need to focus on developing training and competition venues by leasing or hiring a dedicated home base for training and competition. In addition, by hiring or leasing a home ground or facility an NF can ensure that the facility meets minimum standards and dimensions for international competitions.

Finally, this research shows that there is a gap between the actual assessment of elements (communications assets and transport assets) in the NFs included in this study and the RAT benchmark. As a result of that, NFs need to own a computer and internet connection and establish a LAN or wireless network within the office. Furthermore, they need to lease or hire dedicated transport as required.

5.2.7 Findings of Human Resources

The International Olympic Committee (2007) mentioned that individual members of an Olympic Sports Organisation (OSO) should consider the vital resources of the organisation. This importance of human resources are that they are essential for the efficient operation of the organisation. In addition, human resources management (HRM) is therefore the means of optimising the activities of the members, or human resources, of an OSO so that it can achieve its mission and goals under optimal conditions. Moreover, it is a way of using members for the benefit of the organisation. HRM is an important component of general management, and as such, it needs to serve the mission and objectives of the OSO.

Generally, the human resources pillar is the only one that meets the sustainability benchmark in the total average even though some organisational elements need be developed. As set out Figure (5-8), two organisational elements meet and one exceeds the benchmark that has been developed to indicate a sustainable organisation. These are elements of athletes, gender equality and volunteers. These elements are important for NF to develop and deliver its objectives as an organisation.

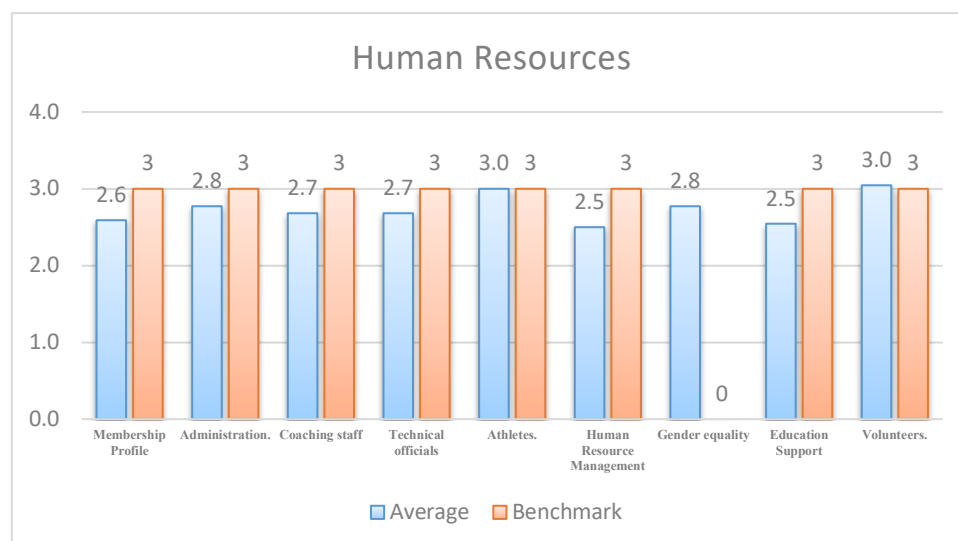


Figure 5-8: A Comparison of Average Assessment Scores of Human Resources in Egyptian NOC against the Benchmark for Sustainability

However, there are a number of elements that the readiness assessment shows need addressing. First, Egyptian NFs need to ensure members are grouped into teams/clubs that take part in the organised competition and elected representative from the clubs to attend NF meetings. Furthermore, they need to employ an Administrative Officer(s) either part time or full time as part of a separation of governance and management.

Second, the research shows that coaching staff and technical officials of the NFs are not at a development level required for organisational sustainability and that work needs to be done in order to ensure the establishment of a coach education programme that trains specialised, graded coaches. In addition, they need to deploy specialist technical officials who have some formal training.

Finally, NFs also need to focus on working on establishing a policy for Human Resource Management (HRM) and educational support through establishing an education and support framework to provide in-house training up to a level that prepares members for further education provided by IF and other bodies. Furthermore, they need to establish graded education programmes for coaches and officials provided by NFs for beginning and community level volunteers.

5.2.8 Findings of Values

The last pillar in RAT is values that relate to cultural, attitudinal and behavioural values within the organisation. A gap has been shown between the present level of development and what is required for sustainability based on an average total score in most of the elements. Nevertheless, as set out Figure (5-9), there are organisational elements that meet or exceed the benchmark which has been developed to indicate a sustainable organisation. These are the level of respect, allegiance priority, attitude towards competition, the process of winning and main motivational culture. Without

these values, the NF is unlikely to be able to deliver its objectives and develop as an organisation.

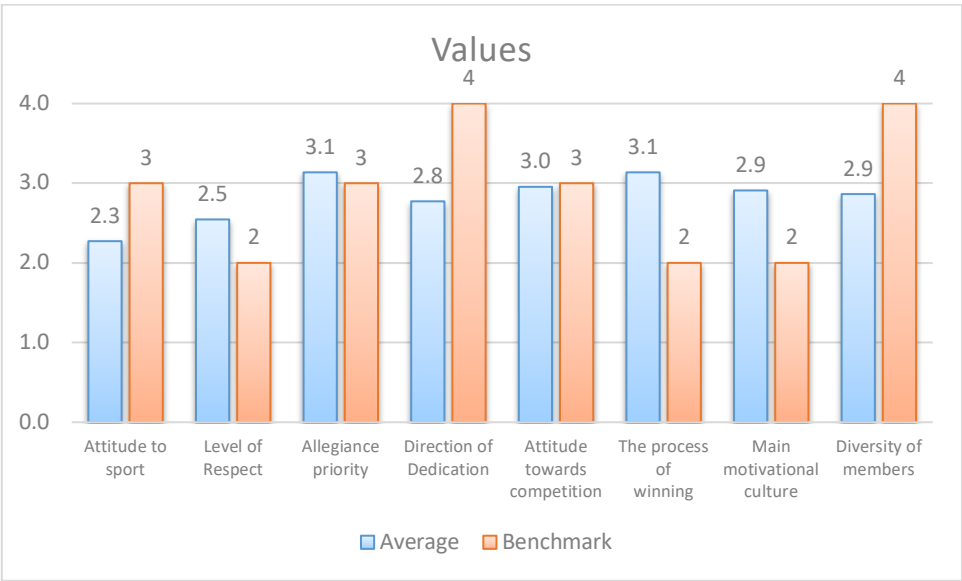


Figure 5-9: A Comparison of Average Assessment Scores of Values in Egyptian NOC against the Benchmark for sustainability

However, there are a number of elements discovered by the readiness assessment that needs improvement. First, Egyptian NFs need to include in the code of conduct provision respect for officials and the decision they make both on and off the field. Furthermore, members need to be dedicated to the sport, NF, or to a common goal that galvanises and binds the NF to strive for success. Finally, NFs needs to develop the value of the diversity of members.

5.3 Assessments of Individual NFs

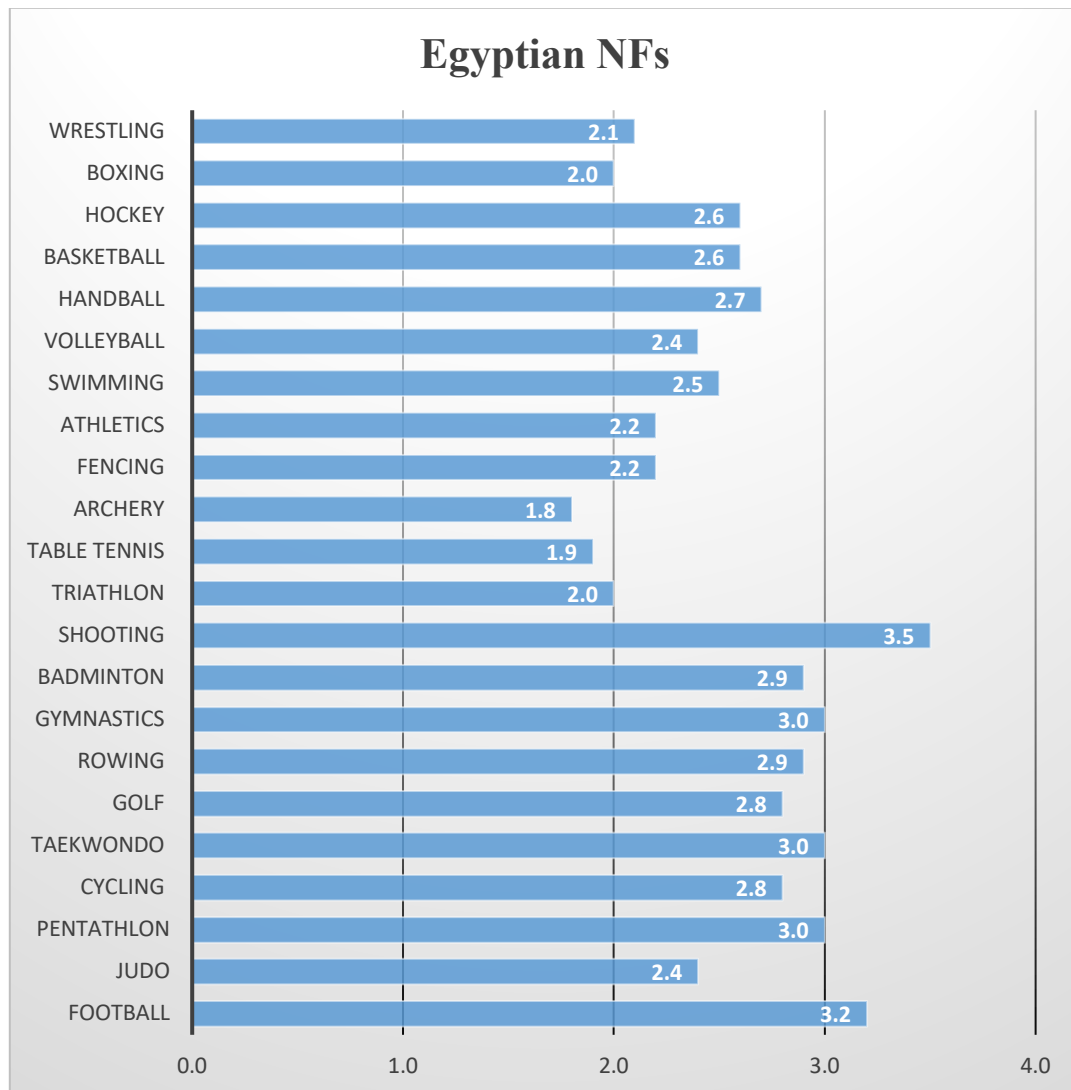


Figure 5-10: Egyptian NFs average scores

The table (5-1) and figure above focus on the NFs investigated in this study individually. In addition, compare the results of the twenty-two national federations.

As seen in figure (5-10) shooting federation appears to be at the most advanced level of development, followed by Football federation then Pentathlon, Gymnastics and Taekwondo come after. What these national federations have in common is good capacities (governance, management and communication) with sustainable resources (financial, human and physical).

However, as shown in figure (5-10), federation like Badminton, Rowing, Golf, Cycling, Handball, Hockey, Basketball, Swimming, Judo, Volley, Athletics, Fencing and Wrestling are performing at the high level of development, with some strong foundation of resource or capabilities on which to grow and develop.

It is notable that level of development for Triathlon, Table Tennis and Archery are relatively weak due to lack of resources and capabilities. It is worth noting that, the low level of these four federations is the main reason behind dragging the overall level down.

Assessments	Governance	Management	Sport Activity	Communication	Finance	Physical Resources	Human Resources	Values	Average
Football	3.2	2.7	3.2	3.0	3.5	3.3	3.3	3.3	3.2
Judo	3.6	3.6	2.9	1.4	1.7	2.2	2.2	1.6	2.4
Pentathlon	3.1	2.9	3.1	2.8	2.2	3.1	3.0	3.5	3.0
Cycling	2.7	3.0	3.0	2.8	2.2	2.4	3.2	3.4	2.8
Taekwondo	3.0	3.1	3.1	3.2	2.2	2.4	3.0	3.6	3.0
Golf	2.8	2.9	2.9	2.7	2.3	2.8	2.7	3.5	2.8
Rowing	2.9	3.0	2.8	2.8	2.3	2.7	2.8	3.5	2.9
Gymnastics	2.9	2.7	2.7	3.1	2.4	3.3	3.3	3.6	3.0
Badminton	2.9	2.9	2.9	3.3	2.3	2.7	2.7	3.8	2.9
Shooting	3.3	3.3	3.7	3.5	3.8	3.4	3.2	3.6	3.5
Triathlon	1.5	2.2	1.8	2.1	2.4	2.2	1.8	2.1	2.0
Table tennis	2.2	2.0	2.2	1.6	1.9	1.7	1.8	1.8	1.9
Archery	3.1	1.3	1.6	0.9	0.9	1.9	2.6	2.3	1.8
Fencing	2.9	1.9	2.0	1.4	1.6	2.4	2.4	2.9	2.2
Athletics	3.0	2.2	2.3	2.1	0.9	1.7	2.8	2.4	2.2
Swimming	3.3	3.0	3.0	1.9	1.5	1.8	2.8	2.6	2.5
Volleyball	2.9	2.4	2.7	2.3	1.7	2.3	2.7	2.5	2.4
Handball	3.2	2.6	3.4	2.4	1.9	2.7	3.0	2.5	2.7
Basketball	2.9	2.6	2.9	2.3	1.7	2.7	2.7	2.6	2.6
Hockey	3.3	2.7	3.1	2.2	1.7	2.4	2.9	2.8	2.6
Boxing	2.8	1.7	2.2	1.2	1.0	1.9	2.8	2.1	2.0
Wrestling	2.8	1.9	2.3	2.0	1.8	1.4	2.6	2.3	2.1
Benchmark	3.0	2.7	2.8	2.6	3.0	3.1	2.7	2.9	

Table 5-1: Scores of National federations in each pillar.

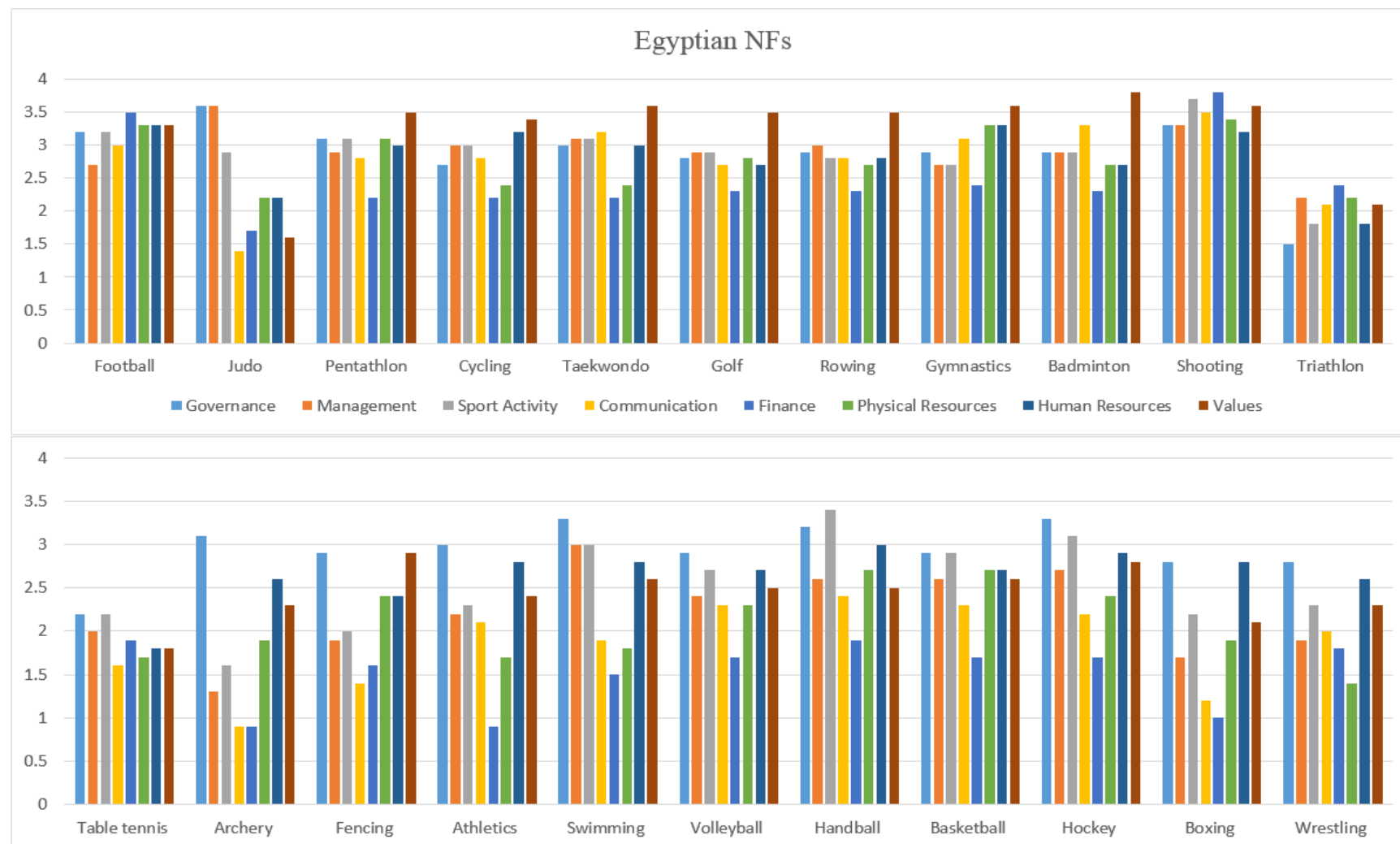


Figure 5-11: Results of all Egyptian NFs

The results of all NFs revealed that Financial Resources was the weakest pillar across all NFs mainly due to the lack of resources from events, sponsorship, broadcasting and fundraising activities and this reflects a low level of capabilities of NFs as do not possess a plan to improve these resources. In addition, Most National Federations do not own their facility as the government owns them. Lack of financial resources is also an issue affecting the sustainability of most NFs, except that Football and Shooting appear to be self-sufficient due to their sponsorship and commercialisations activities and definitely this supports to sustain their activities.

As seen in Figure (5-11) federations like Football and Shooting are well developed and meet the benchmarks of sustainability across all the RAT pillars. For Judo NF, it meets and even exceeds the benchmarks in terms of governance, management and sports activity. However, pillars like communication, HR and value need addressing. Regarding Cycling and Taekwondo NF, they meet and exceed the benchmark set out in all RAT pillars with the exception of finance and physical resources are in need to be improved. Pentathlon NF apparently, meets the benchmark of sustainability in all pillars except finance.

For Golf and Rowing, pillars like governance, finance and physical resource need addressing while the rest of pillars appears to be sufficient for the sustainable level. Finance, sports activity and governance in Gymnastics NF are in need to develop to meet the benchmark, however, the rest of pillars are developed enough (see figure 5-11). Badminton NF appears developed in all pillars with exception of governance, finance and physical resource need addressing.

Archery NF appears to be undeveloped in all pillars except governance. Likewise, Fencing seems to be under the required level in all pillars with exception of values.

Volleyball also appears unable to meet the benchmark across all pillars except HR. For Athletics NF, all pillars are in need of improvement; however, governance and human resource seem developed enough.

For Swimming NF, it meets the benchmark of pillars governance, management, sports activity and values while it is apparent that pillars like communication, finance, physical and human resource are not developed enough. Hockey has four pillars develop (governance, management, sports activity and human resource) and four pillars need addressing (communication, finance, physical resource and values). Governance, sports activity and human resource in Handball appear developed while the rest of pillars seen under the required level.

Basketball NF appears to be undeveloped in all pillars except sports activity and human resources. Last but not least, Boxing seems to be under the required level in all pillars with exception of human resource and values. Finally, Triathlon, Table tennis and Wrestling is seen as undeveloped in all pillars.

5.4 Summary

The assessment of Egyptian NFs using RAT shows that there is a gap between current practice and the required level leading to organisational sustainability. In other words, the NFs reviewed in the study do not meet the requirements of the RAT benchmark with the exception of the pillar of human resources in the total average score while some organisational elements included are not developed enough. This is due to low level of organisational capabilities and poor resources. The overall findings will be discussed further in the discussion chapter on the light of previous literature review and relevant theories.

6 CHAPTER SIX: CHAPTER OF DISCUSSION

6.1 Introduction

This chapter provides a discussion of the empirical research and the findings contained within the thesis. The Readiness Assessment Tool (RAT) reviewed each National Federation included in this study in order to identify the development level and the gap between the current practice and the benchmarks of sustainability, as well as to understand the extent to which Egyptian NFs can create a system leading to organisational sustainability. Following this, the findings from each NF are combined and synthesised to explore the overall findings of the NFs that make up of Egyptian National Olympic Committee (ENOC).

In this chapter, the main findings of the research will be discussed and interpreted with reference to prior literature and the related theories. The structure of this chapter will be as follows: the first section outlines the overall findings. The second section discusses the creation of organisational sustainability in Egyptian NFs. Results related to resources and capabilities are discussed in the third section. The chapter will conclude with a summary identifying the main contributions of the study.

Within the literature (Neely, 2005) and in practice, organisational development has been used as a broad term to describe many different facets of an organisation's performance. The literature review within this thesis has shown it can be used as a measure of organisational sustainability. For the purposes of this study, organisational development is defined by the identification of eight perspectives that are central to the overall effective performance of NFs. These perspectives are the pillars used to measure the organisational development of Egyptian NFs.

Before commencing with a discussion of the findings, the following lines demonstrate how those findings came about. The Egyptian National Federations (NFs) included in this study were evaluated against a matrix that sets out these dimensions and their associated constituent elements across the five levels of organisational development. They are then audited against what is perceived necessary for success at a particular activity or a benchmark. For this study, the NFs were evaluated against a benchmark of what it is perceived necessary for a sport to have in place in order to possess sustainable organisations. This benchmark came from a long study conducted with NOC members, NF presidents, NF districts, experts and NF consultants. Eighteen interviews generated the benchmark of sustainability based on the RAT pillars and associated elements. The interviewees were asked to identify the requirements that they perceived an NF needed to have in order to create a system leading to sustainability. The interviews were analysed, generating a number of main requirements and associated features. Then the benchmark of a sustainable National Federation was created based on the organisational development levels set out in the RAT.

6.2 The main findings

Participants in this first stage of the study suggested that a National Federation needs to have certain elements in order to obtain organisational sustainability. It is worth noting that these items mentioned by interviewees are related to resources and capabilities, as Shediak-Rizkallah & Bone (1998), Swerissen & Crisp (2004) and Sarriot et al. (2015) stated that organisational sustainability needs two main components, namely: resources and capabilities. The participants (NF presidents, NOC board members, district presidents, consultants and experts) agreed that an NF seeking to have organisational sustainability should have these items: resources (financial, human, physical), capabilities (governance, management), sports participation,

communications and culture. Nvivo 11 Pro generated Figure 4-15 in Chapter Four identifying the requirements or the needs required for sustainability in NFs.

It has been argued that a sustainable NF needs resources and capabilities, and both components have some associated elements needed to obtain sustainability. The main results are supported by Shediak-Rizkallah & Bone (1998), Swerissen & Crisp (2004) and Sarriot et al. (2015). Sustainability in NFs requires financial, human and physical resources and, as stated by Robinson and Minkin (2010), NFs need resources, developed infrastructure and a strong competitive structure to have a strong sports systems enabling them to provide their services continuously. Additionally, NFs require capabilities like governance, management and communication to be sustainable. The outcomes of interviews created benchmarks of sustainability that the RAT could be run against (see Appendix 7).

The research reveals that there are low levels of organisational development in Egyptian NFs and thus the key resources and capabilities of the Egyptian NOC under investigation are not developed enough to create organisational sustainability. Figure 6-1 shows that, overall, the NFs affiliated to ENOC are not developed enough because of the gap between their current level of development and the RAT benchmark for sustainability across all pillars of the RAT, except the human resources pillar. However, some of its associated elements need to improve their level of development in order to meet the RAT benchmark.

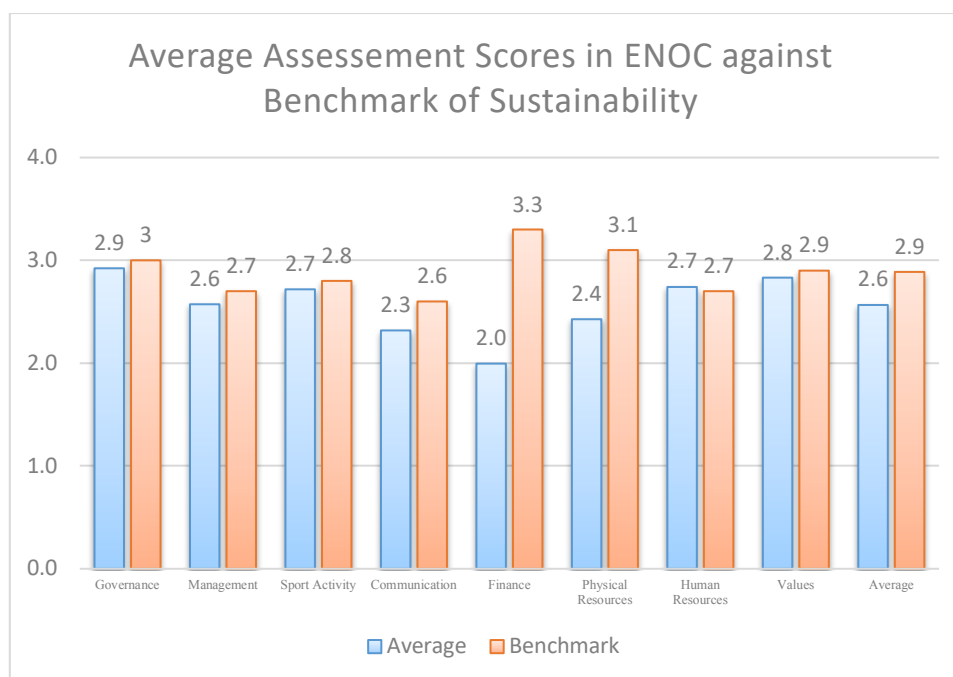


Figure 6-1: A Comparison of Average Assessment Scores in ENOC against the Benchmark of Sustainability

As the ENOC has attended 22 Olympic Games out of 28 and won a total 7 gold medals, it could be expected that its members (NFs) would demonstrate higher levels of development than the current level. Most importantly, the levels of development in terms of governance, management, sports activity, communication, physical resources and values reflect the need for improvement, and a large and particular concern is the levels of development for finance as the lowest against the eight pillars of RAT. Apparently, the human resources pillar is, overall, sufficiently developed, based on the average assessment, but many of the organisational elements included need additional work for improvement. As seen in the above figure, the gaps between levels of development and readiness for sustainability are large, and of particular concern are the levels of development for finance, physical resources and sports activity, as these resources are fundamental to sustainability.

6.3 Organisational Sustainability in ENOC

Sarriot et al. (2015), Shediak-Rizkallah & Bone (1998) and Swerissen & Crisp (2004) stated that organisational sustainability arises from two main components: capability and viability. In this vein, capacity or capability relates to the ability of the organisation to maintain service delivery, while viability refers to the financial and other forms of resources or support required to do so. In addition, Kikulis, Slack, & Hinings (1995) presented evidence to suggest that as an organisation delivers more services over a greater period of time it becomes increasingly more complex or developed, primarily as a result of developing resources and core capabilities in particular activities.

The research showed that Egyptian NFs have no road map for achieving organisational sustainability. This is due to poor physical and financial resources and low levels of capabilities, governance, management and communication. RAT assessments revealed low levels of organisational development, hence, the Egyptian NOC is not developed enough to create organisational sustainability. In Figure 6.1, the RAT showed the gaps between the current organisational level of the ENOC and what is required for a sustainable organisation.

It is apparent that many of the resources and capabilities associated are underdeveloped in many of the NFs included in the study. Thus the elements identified by Shediak-Rizkallah & Bone (1998) and Swerissen & Crisp (2004) as being necessary for the creation of sustainable success appears unattainable for many NFs at this point. The 22 National Federations within the Egyptian sports environment were audited using the RAT (Robinson & Minikin, 2011). This tool assesses the resources and capabilities that a NF has in place and evaluates the NF across an organisational development scale, as mentioned earlier.

It is notable that there is significant weakness in the resources and capabilities of the NFs in Egypt. However, it is important to note that some of the NFs have some strong aspects and are well developed in terms of certain elements, as shown in the following section discussing the RAT pillars. There are a number of weaknesses within the NFs that fundamentally affect their ability to operate effectively as sports organisations and thus create the organisational sustainability required for success in competitions. In general, weaknesses are apparent in both the resources that the NFs have, and in the procedures and systems they use to create organisational sustainability.

The research reveals that the NFs reviewed in this study need to develop further in order to create organisational sustainability. This is necessary to meet their objectives. In other words, Egyptian NFs need more improvements to meet the benchmarks set out by the RAT that help them to be sustainable organisations. At their current levels of development, they do not show the necessary and sufficient characteristics that must be simultaneously held for the sustainable organisations. The NFs included in the research are certainly not organisationally sustainable, as they do not possess the required organisational development level across the eight pillars included in the RAT. Arguably, the internal environmental context and the level of organisational capabilities of the Egyptian NOC demonstrated by these NFs are not sufficient to be financially independent.

Egyptian NFs are not developed enough to create organisational sustainability. Consequently, they do not have the solid managerial system that leads to sustainable international sporting success. Robinson & Minikin (2012) support these overall results in their study on understanding the competitive advantage in some National Olympic Committees. Their work was an assessment of three NOCs in the Pacific Ocean. They

found a gap between their current level of development within the three NOCs and what is required to benefit from attendance at the Olympic Games. This is due to a lack of resources and weaknesses in the organisational capabilities in the NOCs included in their study.

At the NF level, opportunities for significant organisational development are low (Grant, 2008) because of the low levels of resources. Thus, in the first instance, the NFs will need to identify which elements from the RAT can be developed with relative ease. This will further the development of the organisation, create greater capabilities and increase the potential for organisational sustainability to be developed. In addition, if these NFs concentrate their resources on one or two clearly defined and consistent areas, such as a particular discipline, they will be able to enhance resources to these areas and focus their efforts in developing core capabilities to support these (Prahalad, & June, 1990).

Overall, many of the organisational elements included in the RAT are missing from the NFs reviewed in this study, despite the fact that these are necessary for improving the overall performance levels that would ensure the required level of development. Many of the Egyptian NFs appear to lack not only the resources required to produce the system which is referred as organisational sustainability, which in turn leads to sporting success in regional and international sports events; they also do not seem to have developed the capabilities that might have allowed the organisation to develop to any extent in order to be in a position to create organisational sustainability (Goldstein, 2007).

The lack of organisational development, which arises from a low level of capabilities and poor resources, is a key issue, as this is necessary to put in place the structures

required for the systematic and sustained development of Egyptian NFs. More importantly, finance, physical resources, governance and sports activity represent the main pillars for creating organisational sustainability in sports organisations. NFs assessed in the study revealed a low level of development, because they did not have the financial systems in place to make efficient use of available money. In addition, they did not have the necessary sports activity and physical resources needed to improve their managerial system because of poor capabilities.

As a result of the above findings, Egyptian NFs need to organisationally change in order to improve the capabilities and make use of their resources effectively to ensure their success. Chelladurai (2006) discussed this organisational change, noting that sports organisations move from a random pattern to an organised one or from informal to formal structures, managed by non-specialised volunteers and ultimately by more specialised professionals. It is worth noting that the progression that sports organisations might take towards professionalism is not necessarily linear, nor does it follow a consistent pattern or formula, common across all sports organisations. This implies that success in sport can be achieved with varying degrees of organisational development. However, it does not determine whether sustained success can be maintained without key organisational elements being in place.

The following section discusses the resources and capabilities in the ENOC through the pillars included in the RAT, in connection with the literature.

6.3.1 Resources in Egyptian NFs

Generally, an organisation's resources encompass all input factors: tangible and intangible, human and nonhuman that are owned or controlled by the organisation and

that enter into the production of goods and services to satisfy human needs (Amit & Schoemaker, 1993). It is worth noting that resources in sports organisations include human resources, which can be described as the quantity and experience of people within the National Federation structure, such as athletes/participants; board members; administrators; coaches; technical officials; sports experts as well as gender equality. Physical resources refer to the fact that National Federations have to run their sport in training & competition facilities and office building facilities, using office equipment & technology and sports equipment & uniforms. Financial resources relate to expenditure and revenues within a sports organisation.

The research shows a low level of organisational development in the resources of Egyptian NFs. The Readiness Assessment Tool identified the gap between what these organisations have in place and what is required to achieve organisational sustainability. Arguably, the current resources in NFs are unable to create sustainability. It is apparent that the NFs included in this research have not developed these pillars. This finding above is supported by Robinson and Minikin (2012); where their research found that NOCs were suffering from a lack of resources that would help them to benefit from attending the Olympic Games.

Based on the RAT pillars, this section proceeds to discuss financial resources, physical resources, human resources and sports activity.

6.3.1.1 Financial Resources

For the finance pillar, it was observed that this is the weakest of the RAT pillars. The NFs reviewed in this study appear to urgently need to address their budgeting procedures and look at their income from Olympic Solidarity and member fees, and

establish a basic financial reporting system, ensuring regular IF funding and sponsorship support to fulfil the benchmark set out by the RAT.

It is notable that the lack of financial resources is an issue affecting the capacity of most sports organisations (Rapilla, 2008). On the other hand, some organisations reviewed by Rapilla (2009), like swimming and softball appeared to be self-sufficient due to their sponsorship and fundraising success. This support, generated by these resources makes sports organisations able to sustain its activities. Furthermore, Olympic Sports Organisations (OSO) with poor finances and weak incomes will encounter problems at different levels (Camy and Robinson, 2007).

At the same time, Stewart (2007) highlighted some helpful actions for sports organisations to become financially solid, such as constructing financial plans, monitoring expenses and revenue, and keeping accurate financial plans. Brown (2005), Smith and Shen (1996) and Winand (2010) considered financial independence as a factor of strategic success. They simply defined it as the ability of the board of an NF to attract resources that lead to organisational effectiveness. In the NFs' context, this is demonstrated mainly by independence from public funds provided by the government, because significant sponsorship resources are limited (Zintz, 2004). Moreover, Winand, Zintz, Bayle, & Robinson (2010) reported that many NFs are likely to be weak at self-financing. NFs included in the study appear to be unable to be sustainable. Rapilla (2008), in the assessment of NFs in Papua New Guinea, mentioned that the development opportunities in NFs are limited, especially when financial resources are scarce; therefore, sports managers in these NFs need to deal with available resources in an effective way in order to obtain success.

The research shows that the NFs included in this study need to develop further in terms of finance pillar in order to improve the readiness for sustainability. There are some

actions provided by the RAT (Robinson and Minikin, 2011) to increase the readiness of Egyptian NFs to have a solid financial system mentioned in the next chapter.

6.3.1.2 Physical Resource

There is a great and particular concern about physical resources, as these resources are fundamental to the development of sustainability in NFs. Obviously, physical resources in Egyptian NFs, according to the RAT analysis, are not developed enough, because there is a gap between what NFs have in place and what is required to achieve sustainability. It is notable that there is insufficient equipment and they do not own enough facilities; either the government or other organisations own existing facilities. Moreover, they largely hire the facilities such as stadia, training facilities, equipment, transportation and they lack communications assets. Rapilla, (2008) assessed the performance of National Federations in Papua New Guinea and found that physical resources are the weakest dimension in the NFs reviewed in the study, and thus recommended that NFs should put a sporting infrastructure in place for development at all levels. Robert DeCastella, a former director of the Australian Institute of Sport (AIS) gave strong support for this recommendation. As he put it: “*passion alone is not enough anymore. You need to have the infrastructure, the support and the strategic approach at the national level to achieve results*” (Gambardella, 2004, p.2). Robinson & Minikin (2012) confirmed that sustainable success obtained through well organised competition requires an integrated effort and consistency. It is evident that in order for athletes to succeed in sports competitions, they need to be supported by a professional and sophisticated infrastructure. Papilla (2008) highlighted the necessity of infrastructure for sporting success, saying:

“It would appear that successful performance in an Olympic sport is an outcome of a development system. Therefore, the challenge for all Olympic sports organisations is to get their infrastructure right to ensure an outcome of successful performance” (Rapilla, 2008, p. 9).

Overall, many of the elements included in the physical resources pillar are missing from these NFs despite being necessary to achieving sustainability. Because of this, the RAT (Robinson and Minikin, 2011) provides some additional actions for sustainability shown in next chapter.

6.3.1.3 *Human Resources*

Leonardsen (2007) mentioned that individual members of an Olympic Sports Organisation (OSO) are considered to be the most vital resource of the organisation. This importance stems from the fact that human resources are essential for the efficient operation of the organisation and are needed to obtain other resources such as money.

Based on an overall assessment of the RAT, the human resource pillar in the NFs included in this study is developed to create sustainability but there are some organisational elements that are not developed enough. NFs have no human resource management framework and training support to underpin the system required for sustainability. Without HRM and training sessions provided to the HR, NFs are unable to be sustainable. The research also identified a weakness in the development of coaching staff and technical officials (Millar & Stevens, 2012; Chen et al., 2011; Robinson, 2008; Skinner, Stewart & Edwards, 1999). It is worth noting that well-skilled staff play an important role in improving the performance of sports organisations and in increasing the potential for sustainable success (Millar & Stevens, 2012; Skinner et al., 1999). Arguably, in order to strengthen the weaknesses above, NFs included in this

study will need to establish human resource management policies, including recruitment and selection procedures. In addition, there is a need for a comprehensive education and development framework to support the paid and unpaid staff of NFs (Robinson and Minikin, 2011). In addition, it was indicated by Robinson and Minikin (2012) that the need for additional resources, a developed infrastructure, a strong competitive structure, and high-qualified human resources are indications of the need to get solid sports systems into which a well-developed a NF can deliver its services.

As suggested by Robinson and Minikin (2012), NFs should be able to meet the necessary and sufficient characteristics for the resource to be considered a strategic asset. NFs have value in that they can create the industry's key success factors through their talent identification programmes and athlete and coaching development; they provide the athletes, technical staff and officials who contribute to the human resources of an NOC and possess capabilities in terms of the knowledge of how best to develop their athletes in their sport.

Per Arend & Levesque (2010), underpinning the Resource Based-View (RBV) is the concept that resources that lead to sustainable advantage must be: firstly, valuable in that they can help an organisation to take advantage of opportunities and/or minimise threats, allowing the organisation to improve its effectiveness; secondly, rare among current and potential competitors; thirdly, imperfectly imitable, in that competing organisations will face cost and/or quality disadvantages in duplicating the resource, or developing a substitute for it.

Some additional actions for improving the weak organisational elements are presented in the next chapter.

As mentioned earlier, sports activity and its associated organisational elements is one of the fundamental pillars to the creation of sustainability in an NF. It is apparent that the NFs investigated in this study have not developed some of these elements. As the ENOC has attended the Olympic Games 22 times, which is a big number considering there has been a total of 28 Olympic Games, it could be expected that its NFs would demonstrate higher levels of development than they do, yet they show a low level of development.

Clearly, the level of sports activity development is one of the primary concerns, as the NFs included have no competition structure to underpin the system required to create a system able to produce athletes who will be successful on the international stage. Obviously, without competitions, NFs are unable to carry out talent identification, athlete development or identify and develop world-class officials and coaches (Robinson & Minikin, 2012). In addition, there are no joiner competitions held on a regular basis in districts or on a national level. Moreover, the national team and squad players are not involved in high-level competitions and this prevents NFs from becoming sustainable. Finally, NFs do not host regional and international competitions due to the absence of resources and capabilities to organise such these events.

Generally, many of the elements associated with the pillar of activity that are missing from NFs included in the study are essential for establishing a system that leads to sustainable organisations.

Research shows that the NFs included in this study need to develop further in terms of the sports activity pillar in order to improve their readiness for sustainability. There are some actions provided by the RAT (Robinson and Minikin, 2011) presented in next chapter.

6.3.2 Capabilities in Egyptian NFs

Robinson and Minikin (2011) considered that governance, management and communication represent the overall function and capacity of an NF. In addition, Grant (2008) adopted governance, management and procedures as the foundations of organisational capabilities. Moreover, Rapilla (2008) describes capabilities as the required competencies for administration and management of National Federations, including: constitution; elected officials and AGMs; membership; affiliation; communications; strategic & development plan; and risk management. The organisational capability could be seen as procedures or functions that can help the managers to manage the available resources effectively. This is supported by Simon Shilbi (2007), who reported that the sustainable success of an athlete or team depends entirely on the performance capacity of the national system and its effectiveness in using all relevant and available resources for the benefit of the sporting elite.

The research shows a lack in organisational capabilities in NFs reviewed in this study, because of the gap between the level of development of governance, management, and communications and the RAT level for creating organisational sustainability.

Generally, levels of capability are low, as indicated by the results of the assessment of the governance, management and communications pillar. This finding is supported by Robinson and Minikin (2012), whose research found that NOCs were suffering from a low level of the capabilities that would help them to benefit from attending the Olympic Games.

An analysis of the gap between what the NFs have in place and what is required for sustainable success will enable the sports managers to determine the development level

of their organisations. By noting those elements that are not in place, sports managers will know what elements need to be addressed in order to create a strong organisational performance, which leads to organisational sustainability. The following section discusses governance, management, and communications.

6.3.2.1 Governance

The assessment shows a low level of governance, as some of the organisational elements associated appear not to have been developed as compared to the RAT benchmarks. It is notable that the NFs included in the study have no proper strategic planning, and an absence of good monitoring and evaluation framework and board structure. Consequently, the low level of governance makes the ENOC unable to achieve sustainability. This result is supported by Ferkins et al. (2005), Hoye and Cuskelly (2003) and Shilbury (2001), who mention that the practices of governance in sports organisations are weak and need to have transparency and accountability. Moreover, the governance dimension was assessed and reviewed in Australian soccer (Australian Sports Commission, 2003); New Zealand Rugby Football Union (Boston Consulting Group, 2000), Taekwondo Australia (TAI, 2007) and Athletics Australia (Australian Sports Commission, 2004). It was found that there was ‘poor and ineffective governance as a result of no independent decision-making and no accountability’

Most importantly, a weak board structure in NFs is concerning, as NFs appear to either lack the skills required to address these weaknesses or are not able to harness the skills they have that might allow the weaknesses to be addressed.

For the monitoring and evaluation, these organisations need to monitor performance in order to be improved and developed. Skinner et al. (1999 p.175) proposed that “Organisations must attain and maintain a satisfactory fit with their environments and conduct some organisational change to ensure future success”.

Finally, the research shows that the NFs included in this study need to develop further in terms of the governance pillar in order to improve the readiness for sustainability. There are some actions provided by the RAT (Robinson and Minikin, 2011) presented in the next chapter and supported by Robinson and Camy (2007), Robinson and Minikin, (2012) and others like Ferkins et al. (2005), Hoye and Cuskelly (2003) and Shilbury (2001).

6.3.2.2 *Management*

The level of management development is low compared to the RAT benchmark, as these NFs have no good level of operations, event management, reporting and record keeping to underpin the system required for sustainable sports organisations. Robinson and Minikin (2012) revealed a lack of management in some NOCs in pacific nations. In addition, it was observed that the NOCs reviewed in the study need to establish and implement an operational plan. Arguably, many of the elements that are missing from NFs are necessary for achieving sustainability.

Apparently, low level of management reflects low levels of capability, as indicated by the results of the assessment. This is further exacerbated by a low level of development in the governance of NFs. The results of the RAT analysis suggest that there is little chance that the ENOC will meet their objectives for sustainability without substantial development in many aspects of its NFs (Robinson and Minikin 2012).

Finally, the research shows that the NFs included in this study need to develop further in terms of the governance pillar in order to improve the readiness for sustainability. There are some recommended actions provided by the RAT (Robinson and Minikin, 2011) presented in the next chapter.

For communications, the research shows low levels of communications in the NFs included in the study and thus the key capabilities of the ENOC is not developed enough to create sustainability. It is notable that most of the organisational elements are not developed enough, as NFs have no email network, electronic notifications, official social networks and website with URL representing the NF. Robinson and Minikin (2012), in their study of understanding the competitive advantage in ONCs, revealed that the establishment of e-mail contact and the implementation of regular media releases and press conferences as steps towards improving the responsiveness of members are required for professional development. On the other hand, Winand (2010) highlighted the importance of communications in National Sport Governing Bodies as the crucial role internally and externally to build the image of the organisation in society.

Overall, the research shows that the NFs included in this study need to develop further in terms of the communication pillar in order to improve the readiness for sustainability. There are some actions provided by the RAT (Robinson and Minikin, 2011) presented in the next chapter. These actions are supported by researchers like Papadimitriou & Taylor (2000), Shilbury & Moore (2006) and Vail (1986), who identified the role of communication in National Sport Governing Bodies (NSGBs) with their constituents, while Bayle (2000) identified the role of media coverage in increasing the awareness of the sport.

To sum up, a low level of communications reflects low levels of capability, as indicated by the results of the assessment. A low level of development in the governance and management of NFs further exacerbate this.

The research shows that the NFs included in this study need to develop further as organisations in order to improve the development level of pillars and associated elements to create sustainable NFs.

From the discussion above, the Egyptian NOC has low levels of organisational capabilities. As a result of this, the RAT suggests some actions for improving the internal capabilities to make these organisations capable of creating organisational sustainability. Taylor (1998) also supports the suggested actions by the RAT in his proposal for a framework for organisational analysis when he reported that the driving force of an organisation is its internal capabilities and these must be developed as a source of superior performance. Robinson and Minikin (2012) provided evidence to support the actions proposed by the RAT; they stated that the sustainable delivery of programs and more effective use of funding require organisations that are developed enough in terms of their internal and external organisational environments. A sequence of understanding of the organisational process and procedures of NFs included in the study will help the sports manager to identify the development level of their organisation, and will reflect the level of organisational capability.

The results given above back up the observations made by researchers such as Kikulis et al. (1995), Skinner et al. (1999) and Chelladurai & Madella (2006). Winand (2010) and Robinson (2012) who observed changes in the development and sophistication of sports organisations as they change for the better, from simple and centralised, or

“kitchen table” operations, to more diverse and sophisticated “boardroom” driven enterprises. It further supports the views of researchers such as Papadimitriou (2007) and Hernandez (2002) that sports organisations are made up of a number of operational areas of performance dimensions that need to be considered and developed in their overarching planning framework. In addition, they highlighted the need to audit and build organisational capabilities.

A sports organisation needs to be assessed internally and externally on a periodic basis. As suggested by Robison and Minikin (2012), Olympic sports organisations need to carry out a thorough internal review to establish where exactly the strengths, weaknesses and capacity of the organisation lie. In an attempt to assist with this, an organisational assessment tool was recently developed for Papua New Guinea (Rapilla, 2008). In an excellent review of literature, Rapilla (2008) evaluates the McKinsey Self-Assessment Capacity Tool (McKinsey and Company 2001), the DeLoitte and Touche Model (Investing in Change, UK Sport Modernisation Programmes Report, 2003) and the Bayle Performance Framework (Chappelet and Bayle, 2004). It was observed how applications of capacity analysis have been applied by the International Volleyball Federation and the International Tennis Federation to assess their member NFs’ capacity at their stage of development. Recently, Robinson and Minikin (2012) developed the RAT to assess Olympic sports organisation in terms of resources, capabilities and structure.

Adcroft and Teckman (2009), Finlay (2000) and Johnson et al. (2008) reported that organisational strategy should emerge from an assessment of the opportunities and challenges in the external environment and a diagnosis of the strengths and weaknesses of the internal environment. The key importance in the development and

implementation of the strategy is the concept of matching capabilities of the internal environment with the opportunities available in the external environment. This encourages organisations to follow strategies that are appropriate for the needs of their organisation and within its resources, to be competitive and to develop competencies for future development. However, the level of planning required for an Olympic sports organisation depends to some degree on the level of development that the sports organisation has attained. In addition, it might be suggested that the ability to plan and the extent to which planning is undertaken as a process also depends on the size and stage of development of the sports organisation (Robinson & Minikin, 2012).

Finally, there are more opportunities to develop capabilities in NFs and to make use of available resources. The development of capabilities within NFs through a programme of 'knowledge transfer' allows those capabilities that have already been developed to be more widely spread. In addition, professional development events, held with those that work within NFs, will create new capabilities as well as provide the opportunity for knowledge transfer in non-games areas. This mining of experience (Grant, 2008) is a mechanism of developing capabilities for both the NFs and the NOC, as is the process benchmarking, which provides a framework for NOCs and NFs to understand how more successful NFs develop and manage their resources (Bohlke & Robinson, 2009).

There are evident solutions recommended by the RAT to many of the above weaknesses. The review of the NFs led to recommendations in terms of resources and capabilities to create organisational sustainability. Initially, attention needs to be given to an internally-driven strategic planning process among NFs. In connection with best practice, this should be carried out by the board in consultation with other key stakeholders and must cover all areas of the organisation and include the performance

indicators required for monitoring and evaluation (Chappelet, 2011). This process will help the NFs to develop plans to overcome the weaknesses within the organisation identified in the RAT report. Additionally, this planning process will move the NFs towards commercial viability. On the other hand, the research suggested that Egyptian NFs need to plan for developing and implementing a coherent and holistic competition structure, which will provide a framework for talent identification and talent development programs. Arguably, this will be a long term, incremental process, given the current level of resources and capabilities of many of the NFs.

From a financial point of view, many NFs need to be more commercially active in order to generate the financial resources required to support an elite athletes' system. The research showed that there is a need to increase an awareness of these organisations. In order to do so, attention should be given to merchandising and sponsorship and a considerable amount of attention has to be directed to the branding (logos), as the marketable value of these resources is weak. In order for NFs to do the above things, financial management should be established, including effective financial policies. In addition, a financial reporting system needs to be developed to ensure accountability and transparency.

To sum up, the NFs need to further improve capabilities in planning, monitoring, risk management, public relations, commercialisation, governance, and financial management. Moreover, they need to support existing staff and volunteers by providing them with the appropriate programs, and develop capabilities for developing athletes, coaches and officials. If the NFs are not able to tackle the lack of capabilities, it is possible to argue that additional resources will be of little benefit, as they will not be able to be used effectively. In addition, it is apparent that many NFs included in the

study will not be able (at least in the near future) to establish successful sports systems if they are not able to deal with a lack of many of the resources and capabilities they require. Consequently, Egyptian NFs are not in a position to create sustainable success on the international stage.

This research has provided an explanation as to why Egyptian NFs have been unsustainable by using the RAT for investigating their potential for creating sustainability. The research shows that the NFs have not developed the components of the system perceived to create organisational sustainability, as stated by Shediach-Rizkallah & Bone (1998), Swerissen & Crisp (2004) and Sarriot et al. (2004).

6.4 Summary

The results and discussion presented above contributes to an understanding of the organisational capabilities and resources that establish organisational sustainability in Egyptian NFs. The low level of capabilities and poor resources in Egyptian NFs is due to the weak managerial system, which is based on the eight pillars of development, as stated by the Readiness Assessment Tool (RAT). This study also contributes to providing an understanding of the current organisational development of Egyptian NFs and the actions that must be done, as suggested by the RAT, in order to improve the development and increase the readiness of Egyptian NFs to become organisationally sustainable. A major contribution of the thesis is to create the benchmark of a sustainable NF; this was generated by the interviews in Chapter Four.

7 CHAPTER SEVEN: CONCLUSION

7.1 Introduction

This chapter summarises the study. It starts by presenting the main findings of this research which are connected to the research questions developed chapter one. Then the chapter moves to demonstrate the contributions and research implications, which is split into theoretical and practical implications. Lastly, it concludes with the limitations of research and the suggested future works.

7.2 Main conclusion

The first stage of this study answers the research question developed which related to identifying the main characteristics of a sustainable national federation, in other words, what does a sustainable national federation look like? This research question has been addressed using (18) interviews with Egyptian NOC members, NFs board members, NFs districts member, experts and NFs consultants. The results generated by interviews were considered as a benchmark of a sustainable national federation. Once the benchmark was developed, the twenty-two NFs included in the study were audited by RAT in order to answer the second main research question, which is related to the extent to which ENOC, can create organisational sustainability. Organisational sustainability is an organisational state or a system which is reliant on good resources and strong capabilities and can ensure the sustainable success.

The research shows that the NFs included in this study need to develop their resources and capabilities in order to improve the readiness for sustainability. At their current levels of development, they do not exhibit the necessary and sufficient characteristics that must be simultaneously held for sustainable sports organisations. NFs included in

the research are certainly a lack of resource and capabilities as they are the two components of organisational sustainability.

The research reveals that there is a significant weakness in the resources and capabilities of the NFs in Egypt. However, it is important to note that while some of the NFs have some aspects of strength and some NFs were well developed. However, there are a number of deficiencies within the NFs that fundamentally affect their ability to create the organisational sustainability. In general, weaknesses are apparent in both the resources that the NFs have, and in the procedures and systems, they have that will allow them to use their resources to create organisational sustainability.

Regarding the resources of Egyptian NFs, the research identified a gap between what these organisations have in place and what is required across a number of attributes. For example, most of the Egyptian NFs do not own the enough facilities as they are either owned by the government and other organisations. Moreover, they largely hire the facilities such as stadia, training facilities, equipment and transportation.

Many of the Egyptian NFs appear to lack not only the resources needed but also the capabilities required for organisational sustainability. The research identified a gap between the current level of governance, management, and communication and the required level of a managerial system, which would allow these NFs sustainable success. The role of good governance in sustainable organisations has been discussed by Ferkins & Shilbury (2012) and Hoye & Cuskelly (2003).

From the above findings, Egyptian NFs need to improve their capabilities and make better use of their resources to ensure organisational sustainability. As noted by Skinner

et al., (1999 p.175) “organisations must attain and maintain a satisfactory fit with their environments and conduct some organisational change to ensure future success”.

To sum up, the NFs need to further improve capabilities in planning, monitoring, risk management, public relation, commercialisation, governance, and financial management. Moreover, they need to support existing staff and volunteers by providing them with the appropriate training programs; and develop capabilities for developing athletes, coaches and officials. If NFs do not address the lack of the capabilities, it is possible to argue that additional resources will be of little benefit as they will not be able to be used effectively. Consequently, Egyptian NFs are not sustainable sports organisations.

7.3 Theoretical Contribution and implications

This research has provided an explanation why the Egyptian NFs are unsustainable by using the RAT for investigating their potential for creating sustainability. The research shows that the NFs associated with Egyptian NOC have not developed the components either resources or capabilities of the system perceived to create organisational sustainability.

- The major contribution of this thesis is that it is the first study, to the best of my knowledge, to provide a clear understanding of sustainability in NFs and to produce the characteristics of sustainable NF. It also provides a review of the resource and capabilities in NFs in Egypt.

- This research is a two-fold study. It first identifies the characteristics of the sustainable national federation and second explores the extent to which ENOC can be ready for sustainability based on the results of the first stage. As a result, the findings have implications for sports management literature.
- The study contributes to the sports management literature in several ways. It provides a better understating of the concept of organisational sustainability in sports national federations.
- The research produces the requirements needed for sustainable national federation.
- The comprehensive approach employed in this research means that the three main type of resources (financial, physical and human) are audited at the same time and thus provides a full picture on the organisational sustainability in terms of resources.
- The study provides an analysis of the capabilities in national federations based on governance, management and communication assessments.
- The mixed-methods approach embraced in this study allowed congruence in findings to emerge in all stages of research. In addition, the detailed nature of the study allowed invaluable insight into the concept of sustainability and its components.

7.3.1 Practical Implications

The strength of the research lay in the fact that it not only identified the requirements need for sustainable national federations but goes on to investigate the ENOC to explore the extent to which their members NFs can create sustainable system leading to sustainable success.

As previously acknowledged, these findings carry significant implications for NOC board, NFs board, experts and NFs consultants. The NFs will benefit from identifying which elements from the RAT can be developed with relative ease. This will further the development of the organisation, create greater capabilities and increase the potential for organisational sustainability to be developed.

An analysis of the gap between what the NFs have in place and what is required for sustainable success will enable the sports managers to determine development level of their organisations. By noting those elements that are not in place, sports managers will know what elements need to be addressed in order to create strong organisational performance, which leads to organisational sustainability.

7.4 Limitations of the study

Even though this study makes substantial contributions of this study to the body of knowledge by providing a better understanding of the organisational sustainability in NFs; it has some limitations, and provides some suggestions for future research.

For the sample, it was limited to the Egyptian NFs (22), and therefore the results cannot be generalised to other organisations. Geographically, the study was carried out in developing country (Egypt), Therefore; the possibility of generalisation of findings to other countries is weak.

For the first stage of the study (qualitative phase), it was limited to the use of interviews for collecting the data. Despite this method was essential to identify the benchmark used for the next stage of research to investigate the NFs using RAT, using method like focus group might be more helpful to explore more details.

For the quantitative stage, RAT is a self-assessment tool and thus there is a possibility that the assessment may have been more positive than it should be. Furthermore, the NF assessment tool results have been averaged to give an overall mean for the Egyptian NOC in this research. It is worth noting that this process will hide individual NF scores at the extremes of development; however, it does allow an overview of the level of resources and capabilities available to the Egyptian NOC to be considered.

7.5 Future research directions

Throughout the research, some of recommendations for future research have been established. For instance, assessments of RAT could contribute significantly to the knowledge if compared to different countries. This could produce new insights on the differences the resources, capacities between developed, and developing countries.

Based on NFs (22) included in this study, substantial results have been achieved. However, using of larger number of NFs would produce more details allow for more invaluable analysis. In other words, if this study replicated with a large number of NFs with additional interviews and focus groups, significant contributions will be added.

The important area of further research should be the development of studies about a triple bottom line, which is environmental, social and economic sustainability in a sports context. This will allow the researchers to gain further insight into the sustainability and expand the sports management literature. Finally, the review of literature revealed that few number of studies on sustainability in sport and organisational sustainability, in particular, had been carried out. This encourages to carry out more studies in this area.

The study has presented evidence on the need for resource and capabilities for sustainability from a developing country (Egypt) which is neglected in the sports management literature. Therefore, it is recommended to carry out more research in this area. It is worth noting that, conducting more studies in countries like Saudi Arabia, Qatar, Emirates, would offer great insights due to their economies.

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Appendices

Appendix 1: An invitation letter for interview

Understanding the Organisational Sustainability in Egyptian National Olympic Committee

Dear ,

My name is Fawzy Alawady and I am writing to you from the [Management School at Plymouth University](#).

I am currently embarked on a study to explore the organisational sustainability in Egyptian National Olympic Committee and your input to this research will be greatly valued. You have been selected because of your experience in dealing with the Egyptian NFs and aware of their all activities. We hope that you will be willing to partake in this study knowing that your organisation will benefit from its output.

Your participation will be by means of a 30 minutes Skype interview or phone call as you prefer. If you are willing, kindly reply back with your chosen date.

My Skype for business username is Fawzy Alawady, my Skype is drfawzy47 and I will let you know the interview questions in advance.

Your privacy will be guaranteed by an ethical approval from [Plymouth University](#). Please be assured that the information provided within the interview will be treated as STRICTLY CONFIDENTIAL and is bound to respect the University's code of ethics. No individual data will be disclosed to any external party. In addition, this research will only be used for academic purposes. I will be very willing to send you a free copy of the summary of the research results if you wish.

I look forward to hearing from you.

Fawzy

Fawzy Alawady

PhD Researcher

Plymouth Graduate School of Management

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Appendix 2: Interview questions

Understanding the Organisational Sustainability in Egyptian National Olympic Committee

This interview with the executive directors of Egyptian National Governing Bodies, it aims to have a better understanding about the organisational sustainability in Egyptian NFs. The data that collected from the interviewee will be used for scientific research only and no involvements of names of individuals or federations.

- What does organisation sustainability mean to you?
- Is it important?
- What does your organisation need to survive?
- What would cause the organisation not to survive?
- Do you think that National Federations can be sustainable? If yes, why and how? If not, why not?
- Why does a national federation need to be sustainable? Or characteristics of the sustainable NF?
- What does your NF need to do to be sustainable?
- How do human resources (Athletes, coaches, technical staff and officials) impact on the sustainability of your NF?
- Do your human resources get the enough training and education? Can you please explain?
- How do Physical resources impact on the sustainability of your NF?
- How do financial resources impact on the sustainability of your NF?
- What is the most important financial resources you think it is important for your NF for sustainability?
- do you see the fund you get from the government is enough to run your NF's activities and programs sustainably?
- What would happen if the government stopped funding your NF?
- Do you think factors like (board structure, monitoring and evaluation, strategic planning) help your NF to have sustainability?
- In your opinion, are there any other requirements for your NF to have sustainability?

Fawzy Alawady

Teaching Assistant at Mansoura University, Egypt

PhD researcher at Plymouth University, UK

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Appendix 3: interview questions in Arabic Version

الاستدامة التنظيمية للجنة الاولمبية المصرية

هذه مقابلة مع المديرين التنفيذيين ، مجلس الادارة ، خبراء ، استشاريين للاتحادات الوطنية المصرية. وتهدف هذه المقابلة الي تكوين فهم واضح عن الاستدامة التنظيمية في الاتحادات المصرية، جدير بالذكر أن هذه المقابلة سوف تستخدم فقط لغرض البحث العلمي بدون الافصاح عن اسماء المتحدثين أو اسماء الاتحادات العاملين بها.

1. ماذا تعني التنمية المستدامة من وجهة نظركم؟
2. هل هي مهمة؟
3. ماذا يحتاج اتحادكم لكي يستمر في تقديم برامج وخدماته؟
4. ما الذي يجعل الاتحاد الرياضي غير قادر علي استمرار نشاطاته؟
5. هل تعتقد أن الاتحادات الرياضية يمكن ان تكون ذات تنمية مستدامة، في حالة الاجابة ب(نعم)، لماذا وكيف، وفي حالة الاجابة ب (لا)، لماذا لا؟
6. لماذا يحتاج الاتحاد الرياضي ليكون ذو تنمية مستدامة؟
7. ماذا يحتاج الاتحاد الرياضي لكي يكون ذو تنمية مستدامة؟
8. كيف تؤثر الموارد البشرية (رياضيين- مدربين- حكام- اداريين - ...) علي استمرارية الاتحاد؟
9. هل تتلقي الموارد البشرية في اتحادكم التدريب الكافي؟ هل يمكن التوضيح؟
10. كيف تؤثر الموارد المادية علي استمرارية الاتحاد؟
11. كيف تؤثر الموارد المالية علي استمرارية الاتحاد؟
12. ما هي أهم المصادر المالية التي تساعد الاتحاد علي الاستمرارية؟
13. هل تعتقد أن التمويل الذي يتلقاه الاتحاد من الحكومة كافي لضمان استمرارية الاتحاد؟
14. ما الذي يمكن أن يحدث اذا توقفت الحكومة عن دعم الاتحاد؟
15. هل تعتقد عوامل مثل: تشكيل مجلس الادارة- المراقبة والمتابعة- التخطيط الاستراتيجي) تساعد علي استمرارية الاتحاد؟
16. في نظركم، هل هناك متطلبات أخرى تساعد علي استمرارية الاتحاد؟

فوزى السباعي فوزى

مدرس مساعد – جامعة المنصورة

باحث دكتوراه- جامعة بليموث – بريطانيا

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Appendix 4: NVivo 11 Pro analysis

FILEHOMECREATEDATAANALYZEQUERYEXPLORELAYOUTVIEW

DocumentExternalMemo

AudioVideoFramework Matrix

NodeCaseRelationship

Create As NodeCreate As Cases

FolderSearch FolderSet

SourceClassificationCaseClassification

AttributeRelationship TypeClassify Cases from Dataset

Interviews of organisational sustainability in Egypton NOC.mxp - Nivo Pro

?

Sources

Nodes

Items

Collections

Classifications

Sources

Look for

Search In

Interviews

Find Now

Clear

Advanced Find

X

Internals

Internals

Externals

Memos

Framework Matrices

Interviews

Name	Nodes	References	Created On	Created By	Modified On	Modified By
1		38	109 04/04/2017 11:58	PL	21/04/2017 19:47	PL
10		37	120 04/04/2017 11:58	PL	21/04/2017 19:48	PL
11		40	176 04/04/2017 11:58	PL	21/04/2017 19:48	PL
12		35	102 04/04/2017 11:58	PL	21/04/2017 19:48	PL
13		40	126 04/04/2017 11:58	PL	21/04/2017 19:48	PL
14		39	173 04/04/2017 11:58	PL	21/04/2017 19:48	PL
15		33	109 04/04/2017 11:58	PL	21/04/2017 19:48	PL
16		35	82 04/04/2017 11:58	PL	21/04/2017 19:48	PL
17		38	138 04/04/2017 11:58	PL	21/04/2017 19:48	PL
18		29	75 04/04/2017 11:58	PL	21/04/2017 19:49	PL
2		36	112 04/04/2017 11:58	PL	21/04/2017 19:47	PL
3		38	90 04/04/2017 11:58	PL	21/04/2017 19:47	PL
4		29	69 04/04/2017 11:58	PL	21/04/2017 19:47	PL
5		37	90 04/04/2017 11:58	PL	21/04/2017 19:48	PL
6		36	78 04/04/2017 11:58	PL	21/04/2017 19:48	PL
7		34	110 04/04/2017 11:58	PL	21/04/2017 19:48	PL
8		35	107 04/04/2017 11:58	PL	21/04/2017 19:48	PL
9		38	152 04/04/2017 11:58	PL	21/04/2017 19:48	PL

Sources

Nodes

Classifications

Collections

Queries

Reports

Maps

Folders

PL 18 Items

Appendix 5: Main Nodes generated

Interviews of organisational sustainability in Egypt NCCrup - Nvivo Pro

FILE HOME CREATE DATA ANALYZE QUERY EXPLORE LAYOUT VIEW

Go Refresh Open Properties Edit Paste Merge Copy Cut B I U | A • | Paragraph Styles Reset Settings Select Text Region PDF Selection Find Replace Delete Spelling

Workspace Item Clipboard Format Paragraph Styles Editing Proofing

Nodes Look for Search In Nodes Find Now Clear Advanced Find

Nodes

- Nodes
- Cases
- Relationships
- Node Matrices

Sources

Nodes

Classifications

Collections

Queries

Reports

Maps

Folders

PL 52 items

Name	Sources	References	Created On	Created By	Modified On	Modified By
Sustainability		18	48 04/04/2017 17:29	PL	04/04/2017 17:42	PL
triple bottom line		3	3 04/04/2017 19:05	PL	17/04/2017 16:17	PL
Importance of Sustainability		18	20 04/04/2017 19:06	PL	17/04/2017 17:31	PL
Continuous Development Using Resources		15	25 04/04/2017 19:07	PL	17/04/2017 17:31	PL
Interview Questions		0	0 04/04/2017 14:26	PL	04/04/2017 14:26	PL
Q1- Sustainability and its importance		18	18 04/04/2017 14:26	PL	17/04/2017 17:31	PL
Q2- NFs survival's needs		17	17 04/04/2017 14:26	PL	17/04/2017 17:31	PL
Q3- Sustainability limitations		16	17 04/04/2017 14:26	PL	17/04/2017 17:31	PL
Q4- Sustainability & Characteristics of Sustainable NFs		18	18 04/04/2017 14:26	PL	17/04/2017 17:31	PL
Q5- Human Resources and Sustainability		18	18 04/04/2017 14:26	PL	17/04/2017 17:31	PL
Q6- Physical Resources and Sustainability		17	17 04/04/2017 14:26	PL	17/04/2017 17:31	PL
Q7- Financial Resources and Sustainability		18	18 04/04/2017 14:26	PL	17/04/2017 17:31	PL
Q8- Sufficiency & Stopping government fund		17	17 04/04/2017 14:26	PL	17/04/2017 17:31	PL
Q9- Capabilities		18	18 04/04/2017 14:26	PL	17/04/2017 17:31	PL
Q10- Other requirements for sustainability		17	17 04/04/2017 14:26	PL	17/04/2017 17:31	PL
Sustainability Limitations in NGOs		17	121 04/04/2017 19:27	PL	17/04/2017 17:31	PL
Lack of Resources		14	30 14/04/2017 16:46	PL	17/04/2017 17:31	PL
Poor Capabilities		14	32 14/04/2017 16:46	PL	17/04/2017 17:31	PL
NF's Needs to have organisational sustainability		18	504 04/04/2017 20:34	PL	13/04/2017 20:03	PL
Human Resources		18	134 04/04/2017 16:34	PL	17/04/2017 17:31	PL
Financial Resources		18	85 04/04/2017 16:34	PL	17/04/2017 17:31	PL
Capabilities		18	190 04/04/2017 16:36	PL	13/04/2017 19:22	PL
Physical Resources		18	56 04/04/2017 16:35	PL	17/04/2017 17:31	PL
Sport activity and Participation		8	14 04/04/2017 19:13	PL	14/04/2017 16:51	PL
Communications		11	15 04/04/2017 21:10	PL	21/04/2017 10:42	PL
Culture		6	8 05/04/2017 15:49	PL	17/04/2017 17:31	PL
Governmental Fund		17	64 14/04/2017 17:26	PL	17/04/2017 17:31	PL
Non-Sufficiency of Governmental Fund		16	29 14/04/2017 17:26	PL	17/04/2017 17:31	PL
Sufficiency of Governmental Fund		3	3 14/04/2017 17:26	PL	13/04/2017 19:26	PL

Appendix 6: Tree map

federation	federations	egyptian	important	sustainable	people	strategic	physical	support	enough	football						
						olympic	programs	egypt	resource	organisation	needs					
						coaches	achieve	ministry	continue	without	years	funding				
		activities														
		clubs				organisat	athletes	marketing	associatio	structure	success	youth				
	researcher	human	sport	development	money	national	education	committed	level	strong	working	activity				
							evaluation	interview	directors	first	stopped	champion				
							facilities	concept	handball	technical	ability	eryan				
							general	monitorin	happen	change	plans	right	world			
							develop	capabilities	players	actually	practice	character	budget	spons	african	
sustainability	board	training	example	planning	international	requirements	system	unfortunate	champion	referees	qualified	provide	based	boards		
resources	financial	think	affect	management												
	sports	government														

Appendix 7: Characteristics of sustainable sports organisation.

The requirements of sustainable sports organisation

Governance

- NFs should be governed by a board of management on which each person is either elected or appointed to perform or oversee a specific function of the organisation. Each board member should be assigned specific portfolio or area of responsibility.
- AGMs should be held with a formal agenda that is consistent from year to year. The agenda should be set to report on the operations of the organisation. Sub-committee meetings should be held regularly and these should be chaired by a board member. The executive Board needs to meet as and when required, but no less than once per month.
- The organisation's constitution should meet the standards set by the IF and has been accepted by it.
- Individual members should be affiliated to the national body through clubs or teams. Representatives of clubs or teams should attend the AGM of the national body and be able to prove their right to so.
- NFs should be attending regional and international meetings and conferences as well as international activities and competitions.
- A code of conduct covering the expectations of office bearers is agreed upon should in place. This code must have the formal support of the members passed at the AGM.
- Need to get actively involved in regional and international meetings and aim to establish somebody on the Board of the regional or international federation.
- The need to written plans is in place that identifies specific strategies within identified areas of operation.
- The plans should include simple key performance indicators (KPIs) for at least the next 24 months. Need key performance indicators (KPLs) for more than 50% of activities and programs conducted.
- The Board should be delegation authority and responsibility for specific activities and encourage the establishment of many leaders who are committed to the vision and mission of the organisation. There should be

numerous leaders within the organisation who take responsibility for specific area of the organisation.

Management

- 1 NFs should have balanced written Operations Manual that documents all of the procedures and protocol undertaken.
- 2 Generic activity programs should be in place. This might be include school programs run by volunteers or after school and community activity programs. These programs ideally have coaches or managers in place that have undertaken some specific training programs.
- 3 Risk management procedures should be in place for all activities undertaken and documented in simple form. Risk management should also extend to the planning process and include what if scenarios that deal with commonly occurring problems.
- 4 A formal meeting or AGM must pass this Operation Manual
- 5 NFs need to possess a competition committee to run the events according to a planned strategy as reflected in the strategic plan.
- 6 Special committees to hold special events as required
- 7 NFs need to produce reports that are formalised and set out in a standard way for at least 75% of activities and programs. These reports must be tabled at committee meetings and at least noted at AGM
- 8 The board needs to delegate some tasks to non-elected volunteers or employees but monitor these with members of the elected committee. The elected committee should share the burden of the tasks required in the organisation and that may be reflected in the assignments of specific roles to each member of the board
- 9 NFs need to establish a system able to keep and file the records and meetings systematically.
- 10 There is need to establish a house to place full records of competitions results and statistics that are maintained online or in a formal filing system, that enables easy recall of information on demand.

Sport Activity

- 1 There is need to implement or facilitate regular and frequent training for athletes at least for the majority part of a year and the national squad needs to prepare for a regular regional event.
- 2 Need to have qualified coaches to supervise the training
- 3 The organisations should establish junior groupings, which are graded by standard and ability. junior competitions should be held that lead to reprehensive honours at district, state or even national level
- 4 The organisation should take part in National Games and include teams from at least 75% of the participating districts or associations. There teams must be organised by the districts themselves and not by the national body.
- 5 The organisation should attend regional games regularly and with some success. the organisation must attend regional events that lead to qualifying for major world events or result in gaining ranking points.
- 6 NFs should hold competitions and activities all year around and conducted according to international rules and procedures.
- 7 NFs should ensure that national squads are in place for most of the year. Alternatively, pick a national squad from players involved in high-level competition and prepared for at least 6 weeks prior to competition.
- 8 Hosting national tournaments and the occasional regional event specifically for the sport.
- 9 Hosting regular national events like as national championship.

Communications

- 1 E-mail network should be established.
- 2 Establish a communications network driven from a central communications point or person.
- 3 Distribute notifications via a website or social network site as a primary source of information.
- 4 Distribute more than 80% of the notices by electronic means, either e-mail, website or texting.
- 5 Initiate a social network for the members, but using an existing platform, which is accessible by non-members.

- 6 Invest in a dedicated internet provider and brand the organisational with a URL that represents the organisation.
- 7 Need to establish an organisational intranet to enhance communication between members of the organisation.
- 8 Implement communications and disseminations of information in line with strategic plan.
- 9 Communications should be supervised directly by volunteers and paid staff who reports to the secretary or designated board member.
- 10 NFs should establish organisational web platform that provides the basis of all the organisation's communications.
- 11 Need to establish organisation website with a unique URL.
- 12 Need to manage the content of website internally.
- 13 Need to ensure that a formal report format is agreed upon and written reports on all activities must be tabled by AGM or at the Committee meeting.
- 14 Need to ensure that TV habitually covers organisation events and competitions.
- 15 Recoup the cost of TV coverage from sponsors or from rights holder royalties.
- 16 Ensure that some income benefit from TV coverage is achieved.

Finance

- 1 NFs should diversify member income from other sources such as merchandising, social club activities, supporter club activities and any other initiatives that assist the organisation to derive needed funds from members.
- 2 NFs should establish income from the membership that is not directly involved in the activities of the club.
- 3 NFs should derive some income from spectators at events.
- 4 Should derive income from sponsors of events that help them at least break even on running the event.
- 5 Should diversify income streams from multiple sources such as TV rights, entry fees and sponsorship resulting in a profitable event that directly contributes to the organisation's operations.

- 6 NFs should establish formal fundraising activities at and around events that generate significant income such as the sale of T-shirts, balloons etc.
- 7 NFs should direct all fundraising activities through a marketing committee according to the organisation's marketing plan.
- 8 NFs should establish a specific brand that identifies the organisation by a logo. Furthermore, establishing a program of merchandising items that display the organisation brand.
- 9 Providing and distributing a comprehensive range of branded merchandise available for sale.
- 10 NFs should secure a commercial contract based on rights to the organisation brand.
- 11 Securing a sponsorship support for major events contracted for a minimum of 5 years.
- 12 Delegating specific people to the servicing of commercial sponsorship contracts.
- 13 Securing royalties for participation in major events like World Cup and securing funding from the IF in return for national team involvement in specific events.
- 14 NFs need to secure funding from Olympic Solidarity that is tied specifically to participation by qualified athletes in the Olympic Games.
- 15 NFs should audit finances annually. Furthermore, specific financial reports must be produced for all programs and projects for which money has been provided by an external source.

Physical Resources

- 1 NFs need to provide equipment that meets IF requirements for training and competition.
- 2 Providing access to training and playing areas that meet the standard dimensions and requirements of the International Federation.
- 3 owning and supply playing and training equipment for the sport that meets IF standards
- 4 Egyptian NFs should lease or own simple facilities for training and competition

- 5 NF should lease or own a facility can be called headquarters for housing staff and catering for meetings and all administrative functions.
- 6 NFs should own full range of state of art office equipment and furniture
- 7 NFs should lease or hire dedicated home base for training and competition. In addition, dedicated facility for additional training programs should be considered.
- 8 NFs need to hire or lease a home ground or facility and ensure facility meets minimum standards and dimensions for international competitions
- 9 NFs need to lease or long-term hire a member club facility and brand this facility to reflect the organisation itself.
- 10 Owning a computer an internet connection and establishing a LAN or wireless network within the office.
- 11 NFs should lease or hire dedicated transport as required.

Human Resources

- 1 NFs need to ensure members are grouped into teams/clubs that take part in the organised competition and elected representative from the clubs to attend NF meetings.
- 2 NFs need to employ an Administrative Officer(s) either part time or full time as part of a separation of governance and management.
- 3 Need to establish a coach education program that trains specialised, graded coaches. Moreover, the education programs should be conducted internally by NFs.
- 4 NFs are in need to deploy technical officials who are specialised and with some formal training. In addition, there is need to establish graded training for technical officials.
- 5 Athletes train a minim of three times per week.
- 6 Need to establish policy for human resource management as part of the strategic plan.

- 7 There is need to establish an education and support framework to provide in-house training up to a level that prepares members for further education provided by IF and other bodies.
- 8 There is need to establish graded education programs for coaches and officials provided by NFs for beginning and community level volunteers.
- 9 Put paid people in place that carry out less than 50% of the tasks. Stimulate initial separation of governance from management with the engagement of specialised volunteers and remunerated staff.

Values

- 1 NFs should include in the code of conduct provision respect for officials and the decision they make both on and off the field.
- 2 Reward people who demonstrate a strong work ethic towards the organisation and the game that it represents.
- 3 Place a high value on international rules and procedures by establishing competitions that are held according to international protocols and under the control of well qualified officials.
- 4 Promote member loyalty to districts by establishing districts affiliating and competition between districts teams.
- 5 Members are dedicated to the sport, NF or to a common goal that galvanises and binds the NF to strive for success.
- 6 Develop a culture of striving for excellence that rewards effort put into preparing for competitions and in the conduct of events.
- 7 Value and reward members who demonstrate consistency of effort in all aspects of the organisation activities.
- 8 Actively integrate different group or individuals into the NF without the need for specific reference.

Appendix 8: RAT Questionnaire

School of Management
Plymouth Business School
University of Plymouth
Plymouth
United Kingdom

Organisational Sustainability for Egyptian National Governing Bodies

Dear board member,

I am currently conducting a PhD research project titled “***Organisational Sustainability for Egyptian National Governing Bodies***”. I carry out an assessment of organisational performance for Egyptian national sports governing bodies (NSGBs) through evaluation the dimensions of the organisational performance. This assessment is undertaken to find out the current level of organisational development of Egyptian NFs on one hand. On the other hand, to determine the requirements needed to ensure the organisational sustainability.

There are eight main dimensions included in the questionnaire. The first dimension is (***Governance***) focuses on rules and regulations, policies and strategic planning. The second dimension (***Management***) focuses on organizational structure, roles and practices. The third dimension of the questionnaire (***Sport activity***) includes competition, athlete preparation, development programs and training. The fourth dimension is (***Communications***) consists of the methods used and technology available. The fifth dimension (***Finance***) shows record keeping, accounting and planning. The sixth dimension (***Human resources***) comprises type, diversity, planning and management practices. Finally, the last dimension is (***Physical resources***) includes access to and availability of equipments and facilities. The last one is (***Values***) which relates to cultural, attitudinal and behavioural values within organisation.

Notes:

- Your opinions will be very influential in results of research.
- The survey will not take more than 10 minutes and all questions require just tick-box answers.
- There are no right or wrong answers.
- This research is purely for academic use and all responses will be kept strictly confidential.

The researcher looks forward to receiving your completed questionnaire.

Many thanks for your assistance.

***Fawzy Alawady
Teaching Assistant at Mansoura University, Egypt
PhD student at Plymouth University, UK***

The first pillar (Governance)

Governance means rules and regulations, policies and strategic planning.

Element	Nothing in Place (0)	Basic Level of Development (1)	Moderate Level of Development in Place (2)	High Level of Development in Place (3)	Specialized and Professional Level of Development (4)
<i>Committee or Board Structure.</i>	The organization does not have a committee. <input type="radio"/>	An informal committee is organized. <input type="radio"/>	A committee made up of elected officials is formed. <input type="radio"/>	A portfolio based Board is formed <input type="radio"/>	A Board of Management is formed. <input type="radio"/>
<i>Meetings</i>	No structure <input type="radio"/>	Informal meetings. <input type="radio"/>	AGM is held <input type="radio"/>	AGM and sub- committees. <input type="radio"/>	Annual Congress <input type="radio"/>
<i>Constitutional arrangements.</i>	No rules <input type="radio"/>	Ad-hoc regulations. <input type="radio"/>	Basic constitution <input type="radio"/>	Constitution accepted by IF. <input type="radio"/>	Corporate regulations. <input type="radio"/>
<i>Affiliation of membership</i>	No members recorded <input type="radio"/>	Casual membership base. <input type="radio"/>	Affiliated individual membership. <input type="radio"/>	Affiliation through clubs. <input type="radio"/>	Affiliation through associations. <input type="radio"/>
<i>Organisational Affiliations.</i>	No affiliations <input type="radio"/>	Social or community affiliations. <input type="radio"/>	Affiliated to I.F. <input type="radio"/>	Affiliated to the NOC. <input type="radio"/>	Affiliated to other groups. <input type="radio"/>
<i>Strategic Plan.</i>	No plans <input type="radio"/>	Ad-hoc planning <input type="radio"/>	Basic written plan. <input type="radio"/>	Documented strategic plan. <input type="radio"/>	Long term strategic plan. <input type="radio"/>

<i>Codes of conduct.</i>	No codes <input type="radio"/>	Unwritten agreed standards. <input type="radio"/>	Basic codes of conduct. <input type="radio"/>	Detailed codes of conduct. <input type="radio"/>	Contracted agreements. <input type="radio"/>
<i>Organisational Networking</i>	No network. <input type="radio"/>	Social gatherings. <input type="radio"/>	Community programs. <input type="radio"/>	Active in international sport. <input type="radio"/>	Position held on RF or IF. <input type="radio"/>
<i>Monitoring and Evaluation</i>	None. <input type="radio"/>	Output based. <input type="radio"/>	Imposed externally. <input type="radio"/>	Evaluation against KPI's. <input type="radio"/>	Framework established. <input type="radio"/>
<i>Strategic leadership</i>	None. <input type="radio"/>	Ad-hoc leadership. <input type="radio"/>	Elected committee operations focussed. <input type="radio"/>	Specific areas allocated among Board. <input type="radio"/>	Strategically focussed Board. <input type="radio"/>

The second pillar (Management)

Management includes organisational structure, roles and practices.

Element	Nothing in Place (0)	Basic Level of Development (1)	Moderate Level of Development in Place (2)	High Level of Development in Place (3)	Specialized and Professional Level of Development (4)
<i>Operational Planning</i>	None <input type="radio"/>	Reactive and undocumented <input type="radio"/>	Simple operational plan <input type="radio"/>	Comprehensive proactive plan <input type="radio"/>	Specific plans <input type="radio"/>
<i>Management of programs</i>	Nothing in place <input type="radio"/>	Driven by interest or opportunity <input type="radio"/>	Generic programs. <input type="radio"/>	Specialised programs. <input type="radio"/>	Professional Programs. <input type="radio"/>

<i>Risk Management.</i>	No risk management <input type="radio"/>	Duty of care <input type="radio"/>	Identification of risks. <input type="radio"/>	Risk management plan. <input type="radio"/>	Risk management framework. <input type="radio"/>
<i>Competition Management</i>	None <input type="radio"/>	Ad-hoc games <input type="radio"/>	Committee driven. <input type="radio"/>	Strategically driven. <input type="radio"/>	Professionally driven. <input type="radio"/>
<i>Reporting.</i>	No reporting <input type="radio"/>	Verbal. <input type="radio"/>	Basic written reports. <input type="radio"/>	Formal written reports. <input type="radio"/>	Externally published reports <input type="radio"/>
<i>Program Management</i>	No guidelines <input type="radio"/>	Voluntary undertaken. <input type="radio"/>	. Managed by elected committee. <input type="radio"/>	Delegation outside of Board.. <input type="radio"/>	Complete separation from board. <input type="radio"/>
<i>Meeting procedures</i>	No meetings <input type="radio"/>	Informal procedure. <input type="radio"/>	Basic meeting process. <input type="radio"/>	Formal meetings <input type="radio"/>	Structured formal process. <input type="radio"/>
<i>Record Keeping</i>	No records. <input type="radio"/>	Some notes taken. <input type="radio"/>	Notes are filed <input type="radio"/>	Records maintained <input type="radio"/>	Formal archives <input type="radio"/>
<i>Operating Procedures</i>	. No procedures <input type="radio"/>	. Informal operations. <input type="radio"/>	Agreed working procedures. <input type="radio"/>	Documented procedures. <input type="radio"/>	Operations framework. <input type="radio"/>

The third pillar (Sport activity)

Sport activity includes competition, athlete preparation, development programs and training.

Element	Nothing in Place	Basic Level of Development	Moderate Level of Development in Place	High Level of Development in Place	Specialized and Professional Level of Development
	(0)	(1)	(2)	(3)	(4)

<i>Athlete Preparation</i>	None <input type="radio"/>	Unsupervised activities. <input type="radio"/>	Occasional coaching programs. <input type="radio"/>	Regular coaching provided. <input type="radio"/>	Specialised coaching provided. <input type="radio"/>
<i>Junior Competition</i>	No competition <input type="radio"/>	Ad-hoc play <input type="radio"/>	Age appropriate activities. <input type="radio"/>	Grouped competition by size. <input type="radio"/>	Graded competition by standard. <input type="radio"/>
<i>National Competition</i>	None <input type="radio"/>	Within District <input type="radio"/>	Between Districts. <input type="radio"/>	National championships <input type="radio"/>	National framework established. <input type="radio"/>
<i>International Competition</i>	Not involved <input type="radio"/>	Aspire to compete. <input type="radio"/>	Wild card attendance <input type="radio"/>	Regional success. <input type="radio"/>	Success at major events. <input type="radio"/>
<i>Competition Framework</i>	No formality <input type="radio"/>	Informal competition. <input type="radio"/>	Organised competition. <input type="radio"/>	Regular formal competition. <input type="radio"/>	. Competition framework. <input type="radio"/>
<i>Sport for Development</i>	Not recognised <input type="radio"/>	Limited SFD <input type="radio"/>	. Initiated by external agencies <input type="radio"/>	. Initiate SFD <input type="radio"/>	Part of core business. <input type="radio"/>
<i>Recognition and incentives.</i>	None <input type="radio"/>	Ad-Hoc recognition <input type="radio"/>	Simple incentive awards. <input type="radio"/>	Annual sports awards <input type="radio"/>	Hall of Fame <input type="radio"/>
<i>National Teams and Squads.</i>	None <input type="radio"/>	Ad-hoc national team. <input type="radio"/>	Short Term preparation <input type="radio"/>	On-going national squad <input type="radio"/>	Full time national team. <input type="radio"/>
<i>Staging events.</i>	None <input type="radio"/>	Informal activities <input type="radio"/>	Stage local events. <input type="radio"/>	Host national or regional events <input type="radio"/>	Host international events. <input type="radio"/>

The fourth pillar (Communications)

Communications comprises methods used and technology available

Element	Nothing in Place (0)	Basic Level of Development (1)	Moderate Level of Development in Place (2)	High Level of Development in Place (3)	Specialized and Professional Level of Development (4)
<i>Preferred method</i>	No method. <input type="radio"/>	Word of mouth <input type="radio"/>	Phone network <input type="radio"/>	Electronic methods. <input type="radio"/>	Web based methods <input type="radio"/>
<i>Format of Notices</i>	No notices <input type="radio"/>	Written notices <input type="radio"/>	Dedicated notice board. <input type="radio"/>	Electronic notices. <input type="radio"/>	Interactive electronic notices <input type="radio"/>
<i>Social Networking</i>	No network <input type="radio"/>	Non internet based network <input type="radio"/>	Member led social networking <input type="radio"/>	Organisation led social network. <input type="radio"/>	Organisation specific social network. <input type="radio"/>
<i>Printed communication</i>	No printed news. <input type="radio"/>	News sheet <input type="radio"/>	Newsletter <input type="radio"/>	Member publication. <input type="radio"/>	Magazine <input type="radio"/>
<i>Internet use</i>	None used <input type="radio"/>	Public internet <input type="radio"/>	Use member's internet access. <input type="radio"/>	Organisational internet. <input type="radio"/>	Intranet and Internet. <input type="radio"/>
<i>Information Management</i>	No-one responsible <input type="radio"/>	Anyone takes responsibility <input type="radio"/>	Designated Secretary <input type="radio"/>	Information strategy. <input type="radio"/>	Public Relations Framework. <input type="radio"/>
<i>Web Site sophistication</i>	No Web page. <input type="radio"/>	Generic web page. <input type="radio"/>	Basic organisational web site. <input type="radio"/>	Developed organisational web site. <input type="radio"/>	Interactive web platform. <input type="radio"/>

Media strategy.	None <input type="radio"/>	Community notices. <input type="radio"/>	Media releases <input type="radio"/>	Press conferences <input type="radio"/>	Media relations strategy. <input type="radio"/>
Written reports	No reports <input type="radio"/>	Ad-hoc and occasional <input type="radio"/>	Activity reports. <input type="radio"/>	Formal program reporting. <input type="radio"/>	Annual reports. <input type="radio"/>
Use of TV	No TV <input type="radio"/>	Occasional TV items. <input type="radio"/>	Some TV items <input type="radio"/>	TV features <input type="radio"/>	Regular TV features. <input type="radio"/>

The fifth pillar (Finance)

Finance includes record keeping, accounting and planning

Element	Nothing in Place (0)	Basic Level of Development (1)	Moderate Level of Development in Place (2)	High Level of Development in Place (3)	Specialized and Professional Level of Development (4)
Income from membership fees.	None <input type="radio"/>	Some income <input type="radio"/>	Regular income <input type="radio"/>	Sustainable income. <input type="radio"/>	Income supports initiatives. <input type="radio"/>
Income from events	None <input type="radio"/>	Irregular income <input type="radio"/>	Regular income <input type="radio"/>	Events break even. <input type="radio"/>	Events are profitable. <input type="radio"/>
Fundraising revenue.	No fundraising <input type="radio"/>	Occasional fundraising. <input type="radio"/>	Regular fundraising <input type="radio"/>	Program of fundraising. <input type="radio"/>	Marketing plan <input type="radio"/>
Merchandising revenue	None <input type="radio"/>	Sport related items. <input type="radio"/>	Event merchandising <input type="radio"/>	Organisational Brand sales. <input type="radio"/>	Merchandising program. <input type="radio"/>
Sponsorship	No sponsorship <input type="radio"/>	Donations <input type="radio"/>	Limited sponsorship - VIK <input type="radio"/>	Regular sponsorship. <input type="radio"/>	Commercial contracts. <input type="radio"/>

<i>Funding support from International Federation.</i>	No support <input type="radio"/>	In-kind support <input type="radio"/>	Program support <input type="radio"/>	Status based funding. <input type="radio"/>	Royalties <input type="radio"/>
<i>Funds from Olympic Solidarity/Alternative source.</i>	No support <input type="radio"/>	Limited support <input type="radio"/>	Specific support <input type="radio"/>	Systematic support <input type="radio"/>	Participation support. <input type="radio"/>
<i>Funding from Government</i>	No support <input type="radio"/>	Community activities <input type="radio"/>	Partial responsibility <input type="radio"/>	Partial performance support <input type="radio"/>	Comprehensive performance support <input type="radio"/>
<i>Financial Reporting Process.</i>	No Reports <input type="radio"/>	Verbal Reporting <input type="radio"/>	Balance sheets <input type="radio"/>	Audited Reports. <input type="radio"/>	Financial reports <input type="radio"/>
<i>Money Management</i>	No Assets <input type="radio"/>	Bank Account <input type="radio"/>	Budgets are adhered to. <input type="radio"/>	Cost centre management <input type="radio"/>	Investment portfolio. <input type="radio"/>

The sixth pillar (Physical resources)

Access to and availability of equipment and facilities

Element	Nothing in Place (0)	Basic Level of Development (1)	Moderate Level of Development in Place (2)	High Level of Development in Place (3)	Specialized and Professional Level of Development (4)
<i>Equipment</i>	Nothing provided <input type="radio"/>	Personal equipment. <input type="radio"/>	Standardised equipment. <input type="radio"/>	I.F. standard equipment <input type="radio"/>	Innovative equipment <input type="radio"/>
<i>Uniforms</i>	No standard <input type="radio"/>	Own clothing <input type="radio"/>	Team uniforms <input type="radio"/>	I.F. regulated uniforms. <input type="radio"/>	Sponsored uniforms. <input type="radio"/>

Physical Assets	No assets <input type="radio"/>	Individual assets. <input type="radio"/>	Owens some equipment <input type="radio"/>	Owens or leases simple facilities <input type="radio"/>	Has investment property. <input type="radio"/>
Office Facility	Nothing <input type="radio"/>	Use of member's house. <input type="radio"/>	Access to office facility <input type="radio"/>	Dedicated office facility. <input type="radio"/>	Own headquarters <input type="radio"/>
Office Equipment and technology.	No access <input type="radio"/>	Personal equipment. <input type="radio"/>	Access to office equipment. <input type="radio"/>	Owens equipment <input type="radio"/>	State of the art <input type="radio"/>
Training Venue	Nothing <input type="radio"/>	Public space <input type="radio"/>	Dedicated to the sport. <input type="radio"/>	Sole access <input type="radio"/>	International standard. <input type="radio"/>
Competition Venue	None <input type="radio"/>	Public space <input type="radio"/>	Sport specific <input type="radio"/>	Dedicated facility <input type="radio"/>	International standard <input type="radio"/>
Membership Amenities.	No amenities <input type="radio"/>	Limited facility <input type="radio"/>	Shared access <input type="radio"/>	Lease or hire <input type="radio"/>	Fully Serviced Club. <input type="radio"/>
Communications Assets	Personal assets. <input type="radio"/>	Access to shared facilities. <input type="radio"/>	Computer and internet. <input type="radio"/>	Web based <input type="radio"/>	Sophisticated. <input type="radio"/>
Transport assets	None <input type="radio"/>	Share personal transport. <input type="radio"/>	Hire transport when needed <input type="radio"/>	Dedicated use <input type="radio"/>	Own vehicles <input type="radio"/>

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The seventh pillar (Human Resources)

Type, diversity, planning and management practices

Element	Nothing in Place (0)	Basic Level of Development (1)	Moderate Level of Development in Place (2)	High Level of Development in Place (3)	Specialized and Professional Level of Development (4)
<i>Membership Profile</i>	None <input type="radio"/>	Casual interest. <input type="radio"/>	Individual members <input type="radio"/>	Club membership <input type="radio"/>	Associations/Districts/Leagues <input type="radio"/>
<i>Administration</i>	None <input type="radio"/>	Ad hoc approach <input type="radio"/>	Volunteers assigned <input type="radio"/>	Administrative Officer. <input type="radio"/>	CEO employed <input type="radio"/>
<i>Coaching staff</i>	No coaches <input type="radio"/>	Untrained <input type="radio"/>	Some training <input type="radio"/>	Specialised expertise. <input type="radio"/>	Professional coaches <input type="radio"/>
<i>Technical officials.</i>	No officials <input type="radio"/>	Interested people. <input type="radio"/>	Trained officials <input type="radio"/>	Specialised officials. <input type="radio"/>	Professional officials. <input type="radio"/>
<i>Athletes</i>	Casual players <input type="radio"/>	Participants <input type="radio"/>	Regular participants <input type="radio"/>	Committed to the sport. <input type="radio"/>	Dedicated professional. <input type="radio"/>
<i>Human Resource Management.</i>	None required <input type="radio"/>	Meet needs as they arise. <input type="radio"/>	HR guidelines <input type="radio"/>	HR Policy <input type="radio"/>	Framework <input type="radio"/>
<i>Gender equality</i>	None <input type="radio"/>	Biased <input type="radio"/>	Affirmative action. <input type="radio"/>	Integration <input type="radio"/>	Equal opportunity employer. <input type="radio"/>

<i>Education Support</i>	None <input type="radio"/>	Incidental learning <input type="radio"/>	Externally provided <input type="radio"/>	Internally provided <input type="radio"/>	Education framework <input type="radio"/>
<i>Volunteers</i>	No volunteers <input type="radio"/>	100% volunteer <input type="radio"/>	Some professional support. <input type="radio"/>	Organisational staff employed <input type="radio"/>	Full staff complement <input type="radio"/>

The eighth pillar (Values)

Values consist of Cultural, attitudinal and behavioral values.

Element	Nothing in Place (0)	Basic Level of Development (1)	Moderate Level of Development in Place (2)	High Level of Development in Place (3)	Specialized and Professional Level of Development (4)
<i>Attitude to sport</i>	Don't care. <input type="radio"/>	Having Fun <input type="radio"/>	Take Responsibility <input type="radio"/>	Work ethic <input type="radio"/>	Self-sacrifice. <input type="radio"/>
<i>Level of Respect</i>	Not interested <input type="radio"/>	Respect for others. <input type="radio"/>	Respect for the Rules. <input type="radio"/>	Respect for Officials. <input type="radio"/>	Respect for the Team. <input type="radio"/>
<i>Allegiance priority</i>	To me alone. <input type="radio"/>	Family values and orientation <input type="radio"/>	Community values and orientation. <input type="radio"/>	District pride and affiliation. <input type="radio"/>	National Pride OR Brand loyalty. <input type="radio"/>
<i>Direction of Dedication</i>	Unreliable <input type="radio"/>	Peer group driven. <input type="radio"/>	Dedication to community. <input type="radio"/>	Dedication to the club or team <input type="radio"/>	Dedication to the Brand and a common goal. <input type="radio"/>

Attitude towards competition.	None <input type="radio"/>	Friendly competitiveness <input type="radio"/>	Understanding winning and losing. <input type="radio"/>	Striving for improvement <input type="radio"/>	Process driven. <input type="radio"/>
The process of winning	Muck around <input type="radio"/>	Encourage fair play. <input type="radio"/>	Consistency of effort. <input type="radio"/>	Persistence in effort. <input type="radio"/>	Striving for perfection in all things. <input type="radio"/>
Main motivational culture	Don't care. <input type="radio"/>	Participation with friends. <input type="radio"/>	Acquiring discipline. <input type="radio"/>	Honour and integrity <input type="radio"/>	Achieving excellence. <input type="radio"/>
Diversity of members	No recognition of need. <input type="radio"/>	Acceptance <input type="radio"/>	Respect <input type="radio"/>	Inclusion <input type="radio"/>	Active recognition <input type="radio"/>

Please if you would like to take part in future interview (Please tick that square)

☐

Many thanks for your time to complete this questionnaire.

Your assistance in providing this information is very highly appreciated.

Fawzy Alawady
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University of Plymouth
Plymouth
United Kingdom
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Appendix 9: RAT Questionnaire in Arabic version

نموذج مقترح للإستدامة الذاتية فى الاتحادات الرياضية الوطنية المصرية

السيد المحترم:.....

الاتحاد المصري:.....

يقوم الباحث بإجراء دراسة بعنوان " نموذج مقترح للإستدامة الذاتية فى الاتحادات الرياضية الوطنية المصرية" وتهدف هذه الدراسة إلى تحديد مستوى التطوير التنظيمى للاتحادات الرياضية المصرية من خلال قياس الأداء التنظيمى وفقاً لأبعاد الأداء بالإضافة الي تحديد المتطلبات اللازمة لضمان الاستدامة الاقتصادية للاتحادات الرياضية المصرية.

ويحتوى الإستبيان على ثمانية أبعاد رئيسية للأداء التنظيمى كالتالى:

- البعد الأول (الحوكمة): القواعد والسياسات والتخطيط الاستراتيجى.
- البعد الثانى (الإدارة): الهيكل التنظيمى والواجبات الإدارية.
- البعد الثالث (النشاط الرياضى): المسابقات، إعداد الرياضيين، تطوير برامج التدريب.
- البعد الرابع (الإتصالات): الطرق المستخدمة والتكنولوجيا المتاحة.
- البعد الخامس (التمويل): تسجيل المعاملات المالية، نظم المحاسبة، التخطيط المالى.
- البعد السادس (الموارد المادية): مدى توافر التجهيزات والمعدات والتسهيلات.
- البعد السابع (الموارد البشرية): تخطيط وتنوع إدارة الموارد البشرية وممارساتها.
- البعد الثامن (القيم): وتضم مجموعة القيم التى يرها ويتبناها الاتحاد.

ملاحظات:

- الإستبيان لن يأخذ أكثر من (20) دقيقة فقط ضع ✓ في الاختيار الذي تراه مناسباً.
- لا توجد إجابات صحيحة أو خاطئة.
- رأى سيادتكم له دور بالغ الأهمية فى نتائج البحث.
- هذا البحث فقط للإستخدام الأكاديمى وكل الاجابات سوف تكون فى سرية تامة.

كامل التقدير ووافر الاحترام،،،

فوزى السباعي فوزى

مدرس مساعد – جامعة المنصورة

باحث دكتوراه(بعثة حكومية) – جامعة بليموث – بريطانيا

E-mail. Fawzy.alawady@plymouth.ac.uk

البعد الأول (الحوكمة):

م	مستوى التطوير	لا يوجد تطوير (0)	المستوى الأساسي للتطوير (1)	المستوى المتوسط للتطوير (2)	المستوى العالي (المرتفع) للتطوير (3)	المستوى المتميز (المحترف) للتطوير (4)
1.	هيكل مجلس الإدارة	لا يوجد مجلس إدارة	يوجد فرد أو فردين يقومون بكافة الأنشطة.	يوجد لجنة مكونه من بعض الأفراد المنتخبين المتطوعين يقومون بكافة الواجبات الادارية.	يوجد مجلس إدارة ويتكون علي الأقل من رئيس – أمين صندوق – سكرتير يقومون بكافة المهام الادارية.	يتشكل مجلس إدارة متكامل كل من أعضائه له وظائف محددة ومسؤوليات موضحة في اللائحة الداخلية للاتحاد ويفوضون بعض المسؤوليات الي افراد خارج المجلس.
2.	الاجتماعات	لا توجد إجتماعات.	توجد إجتماعات عند الحاجة وتعد بدون إجراءات رسمية.	يوجد إجتماع عام سنوي يناقش فقط موازنة العام المقبل.	تعد الجمعية العمومية بشكل سنوي ذات جدول أعمال وينعقد المجلس التنفيذي كل شهر.	يوجد جمعية عمومية سنوية وتعد في ضوء جدول أعمال معد سلفاً بطريقة منظمة. يرسل جدول الأعمال للأعضاء قبل انعقاد الجمعية العمومية 30 يوماً على الأقل.
3.	الوائح والقوانين	لا توجد قوانين منظمة لعمل الاتحاد.	توجد مجموعة من القواعد البسيطة المتفق عليها من الأعضاء داخل الاتحاد.	يوجد لائحة أساسية تبين القواعد والاحكام وتظهر الواجبات والمسؤوليات.	يوجد لائحة أساسية معترف بها من الاتحاد الدولي.	يوجد قانون يضم لوائح وقوانين منظمة للاتحاد تماما مثل القواعد المنظمة في القطاع التجاري.
4.	العضوية	لا يوجد أعضاء مسجلين.	توجد عضوية غير منتظمة في سداد رسوم العضوية وكذلك الإشتراك في الأنشطة.	توجد عضوية مسجلة على قاعدة بيانات بسيطة.	توجد عضوية منتظمة للأندية ولها حق حضور الجمعية العمومية كل عام.	توجد عضوية منتظمة مسجلة على قاعدة بيانات واسعة تضم المناطق ولها ممثلين قانونيين لتمثيلها في اجتماع الجمعية العمومية.
5.	التبعية التنظيمية	لا يتبع الاتحاد أي كيان آخر.	يتبع الاتحاد هيئة اجتماعية.	يتبع الاتحاد تنظيمياً الاتحاد الدولي مباشرة أو الاتحاد الإقليمي.	يتبع الاتحاد تنظيمياً اللجنة الأولمبية الوطنية ويحضر اجتماعاتها.	يتبع الاتحاد تنظيمياً كل من الاتحاد الدولي، الإقليمي، اللجنة الأولمبية الوطنية.
6.	التخطيط الاستراتيجي	لا يوجد خطط علي الإطلاق.	يوجد خطط بسيطة لأنشطة محددة.	يوجد خطط بسيطة مكتوبة متفق عليها من الأعضاء ولكنها قصيرة الاجل.	يوجد خطط استراتيجية موققة وتستخدم مؤشرات الأداء (KPIs) التي تحدد النجاح والفشل على مدى 24 شهراً.	خطط استراتيجية متكاملة تحمل مجموعة من المشروعات لمدة 8 سنوات وتستخدم كدليل لتطوير الأنشطة والمهام الإدارية.
7.	القواعد المنظمة للسلوك	لا توجد قوانين تنظم السلوك داخل الاتحاد.	قواعد غير مكتوبة تنظم سلوك الأفراد في ممارسة الأنشطة.	قانون أساسي بسيط ينظم سلوك الأعضاء ومتفق عليه.	قانون رسمي منظم لكل جوانب السلوك داخل الاتحاد ويضم جميع الفئات (المتطوعين – العاملين –	تنظيم قانوني رسمي يغطي جميع أوجه السلوك ويضم جميع الفئات في صورة تعاقد موقع

م	مستوى التطوير	لا يوجد تطوير (0)	المستوى الأساسي للتطوير (1)	المستوى المتوسط للتطوير (2)	المستوى العالي (المرتفع) للتطوير (3)	المستوى المتميز (المحترف) للتطوير (4)
		<input type="radio"/>			المدرّبين – الرياضيين) ومعتمد من الجمعية العمومية للاتحاد.	عليه كسياسة ينص عليها القانون الأساسي للاتحاد. <input type="radio"/>
8.	الاتصال التنظيمي	لا يوجد اتصال. <input type="radio"/>	اتصالات من خلال الصداقة والعلاقات الاجتماعية. <input type="radio"/>	توجد اتصالات بالأندية والمناطق التي تباشر نفس النشاط وحضور اجتماع المناطق والأندية والمؤتمرات والمناقشات. <input type="radio"/>	توجد اتصالات نشطة مع الاتحاد الدولي والإقليمي من خلال حضور الاجتماعات الدولية والأنشطة العالمية والمؤتمرات. <input type="radio"/>	توجد اتصالات قوية كون أحد أعضاء الأعضاء عضو مجلس إدارة الاتحاد الإقليمي والاتحاد الدولي. اتصالات قوية مع أصحاب المصالح مثل الحكومة أو شركات القطاع الخاص. <input type="radio"/>
9.	المتابعة والتقييم	لا يوجد نظام رقابي. <input type="radio"/>	توجد متابعة محدودة لتحسين جودة الأنشطة عندما يسمح الوقت وبناء على مخرجات النهائية. <input type="radio"/>	نظام رقابي على 25% من الأنشطة وفقا لقواعد الاتحاد الدولي، اللجنة الأولمبية الدولية. <input type="radio"/>	نظام رقابي من خلال مؤشرات الأداء الرئيسية (KPIs) لا أكثر من 50% من الأنشطة يتم من خلال الاتحاد نفسه. <input type="radio"/>	يوجد إطار كامل رسمي للمتابعة والتقييم بشكل مستمر لكل البرامج والأنشطة المقدمة. <input type="radio"/>
10.	القيادة الاستراتيجية	لا يوجد. <input type="radio"/>	يدار الاتحاد من خلال فرد يقوم بكل الأنشطة. <input type="radio"/>	يدار الاتحاد من خلال مجموعة من الأفراد يقومون بكافة المهام داخل الاتحاد. <input type="radio"/>	يدار الاتحاد من خلال مجلس إدارة كل من أعضائه له مسئولية محددة ويقوم مجلس الإدارة بتفويض بعض السلطات والمسؤوليات لبعض الأفراد لإعداد قادة جدد. <input type="radio"/>	يدار الاتحاد من خلال مجلس إدارة قادر على بناء ومتابعة الرؤية والرسالة للمنظمة وتحقيقها على المدى الاستراتيجي. <input type="radio"/>

البعد الثاني (الإدارة):

م	مستوى التطوير	لا يوجد تطوير (0)	المستوى الأساسي للتطوير (1)	المستوى المتوسط للتطوير (2)	المستوى العالي (المرتفع) للتطوير (3)	المستوى المتميز (المحترف) للتطوير (4)
1.	التخطيط التشغيلي	لا يوجد خطط تشغيلية. <input type="radio"/>	خطط غير مكتوبة وغير موثقة متفق عليها شفهيًا بين الأعضاء. <input type="radio"/>	خطط تشغيلية بسيطة مكتوبة بشكل بسيط لبعض الأنشطة الضرورية. <input type="radio"/>	خطة شاملة متفق عليها في الجمعية العمومية. <input type="radio"/>	خطط تشغيلية محددة نابعة من الخطة الاستراتيجية العامة. <input type="radio"/>
2.	إدارة البرامج	تتم الأنشطة بشكل عفوي. <input type="radio"/>	لا توجد خطة منظمة للأنشطة وتدار من <input type="radio"/>	يوجد برنامج عام للأنشطة بشكل بسيط <input type="radio"/>	تتم البرامج والأنشطة بواسطة متخصصين <input type="radio"/>	تتم البرامج والأنشطة بشكل علمي تخصصي بواسطة متخصصين <input type="radio"/>

م	مستوى التطوير	لا يوجد تطوير (0)	المستوى الأساسي للتطوير (1)	المستوى المتوسط للتطوير (2)	المستوى العالي (المرتفع) للتطوير (3)	المستوى المتميز (المحترف) للتطوير (4)
			خلال أفراد لديهم الرغبة والوقت.	يقوم به غير متخصصين أو متطوعين مثل برامج تدريب بسيطة محدودة عندما يتطلب الأمر.	متطوعين وندار هذه البرامج بشكل منتظم معد له سلفاً.	محترفين يحصلون على مبالغ مادية نظير ذلك ويتم متابعة وتقييم هذه الأنشطة بشكل منتظم ويتم التخطيط لهذه البرامج وفقاً للخطة الاستراتيجية.
3.	إدارة المخاطر	لا توجد إدارة للمخاطر.	يقوم مسئولو النشاط بفحص مناطق الممارسة للتأكد من سلامتها وسلامة الأجهزة وذلك عند الممارسة فقط.	إجراءات بسيطة بشكل مكتوب.	خطة لإدارة المخاطر بالاتحاد وتشمل كل الأنشطة والبرامج ويقوم بها بعض الأفراد بجانب واجباتهم الأساسية.	يوجد إدارة مستقلة للمخاطر لها أهداف محددة ومنبثقة من الخطة الاستراتيجية العامة للاتحاد ويقوم بها أفراد متخصصين.
4.	إدارة الأحداث والمنافسات	لا توجد إدارة للمنافسات.	تدار الأنشطة بشكل غير رسمي (شكلي) ولا يوجد مسئولون متخصصون لتنظيم هذه الأنشطة.	توجد لجنة للمسابقات تقوم بتنظيم الأنشطة بشكل (أساسي) بسيط غير احترافي.	يوجد لجنة للمنافسات تقوم بتنظيم الأحداث الرياضية وفقاً للخطة الاستراتيجية العامة للاتحاد.	يوجد إدارة محترفة لإدارة المنافسات والأحداث بشكل تجارى وتحصل هذه الإدارة على مقابل مادي من إيرادات الأحداث المنظمة.
5.	التقارير	لا توجد تقارير.	توجد ملاحظات شفوية لا ترقى إلى تقارير.	توجد تقارير مكتوبة بشكل بسيط عن البرامج والأنشطة عند الحاجة.	يصدر الاتحاد تقارير منظمة عن 75% من البرامج والأنشطة وتناقش هذه التقارير في اجتماعات الاتحاد.	يصدر الاتحاد تقارير مكتوبة بشكل متخصص ومحترف تغطي كل الأنشطة والبرامج التي يقوم بها الاتحاد وتعرض هذه التقارير على الجمعية العمومية في شكل تقرير سنوي مفصل.
6.	إدارة الأنشطة والبرامج	لا يوجد اتجاه واضح للعمل.	تدار الأنشطة من خلال متطوعين غير متخصصين.	تدار الأنشطة من خلال مجلس إدارة تقسم بين أعضاؤه المهام وفقاً لخبراتهم واهتماماتهم (فرد، فريدين) يقومون بكل المهام.	تدار الأنشطة من خلال تفويض مجلس الإدارة لبعض المتطوعين للقيام ببعض المهام وقيام مجلس الإدارة بالمراقبة.	تدار الأنشطة داخل الاتحاد بواسطة أفراد متخصصين ومؤهلين وتقسم المهام بينهم بناء على تخصصاتهم (من خارج مجلس الإدارة).
7.	الاجتماعات	لا توجد اجتماعات داخل الاتحاد.	توجد اجتماعات عندما يتطلب الأمر فقط.	توجد اجتماعات بسيطة ذات جدول أعمال غير منتظم.	توجد اجتماعات منظمة ذات جدول أعمال منظم يرسل للأعضاء ويتم تسجيل الاجتماعات حفظها.	تعقد الاجتماعات بناءً على قواعد محددة سلفاً ويرسل جدول الأعمال بشكل رسمي إلى الأعضاء.

م	مستوى التطوير	لا يوجد تطوير (0)	المستوى الأساسي للتطوير (1)	المستوى المتوسط للتطوير (2)	المستوى العالي (المرتفع) للتطوير (3)	المستوى المتميز (المحترف) للتطوير (4)
8.	حفظ السجلات	لا توجد سجلات.	توجد بعض الملاحظات التي تبين خلاصة الاجتماعات.	تحفظ تقارير الاجتماعات والأنشطة في بعض الدفاتر في نظام دفترى بسيط.	تحفظ سجلات الأنشطة وتقارير الاجتماعات في ملفات ودفاتر مفهرسة.	تحفظ تقارير الأنشطة والاجتماعات والبرامج بشكل إلكتروني لسرعة الوصول إليها. بالإضافة إلى نظام أرشيفي كامل يضم كافة السجلات والملفات بشكل منظم ومصنف ومرتب ترتيباً زمنياً.
9.	إجراءات العمل الاجراءات التنفيذية	لا توجد اجراءات متبعة.	تتم العمليات والواجبات بناءً على رغبة الأفراد.	تتم العمليات والواجبات وفقاً لاجراءات متفق عليها بشكل غير مكتوب أو موثق.	توجد سياسات واجراءات لإدارة العمليات والمهام داخل الاتحاد بشكل موثق في كتيب خاص باجراءات العمل سهل الوصول إليها.	يوجد نظام شامل يضم السياسات التنظيمية التي تنظم العمليات والمهام داخل الاتحاد ومتصلة بالأهداف الاستراتيجية للاتحاد.

البعد الثالث (النشاط الرياضي):

م	مستوى التطوير	لا يوجد تطوير (0)	المستوى الأساسي للتطوير (1)	المستوى المتوسط للتطوير (2)	المستوى العالي (المرتفع) للتطوير (3)	المستوى المتميز (المحترف) للتطوير (4)
1-	اعداد الرياضيين	لا توجد برامج لإعداد الرياضيين على الإطلاق.	لا توجد برامج لإعداد الرياضيين بل يقوم الرياضيين بأنشطة تدريبية ذاتية بعيداً عن دعم الم.	توجد بعض البرامج لتدريب الرياضيين تتم بشكل بسيط (أساسي) يقوم بها بعض المدربين غير الم.	توجد برامج لتدريب الرياضيين يشرف عليها مدربين مؤهلين بشكل كاف وتكون هذه البرامج موسمية قبل الأحد رياضية المحلية، الإقليمية.	توجد برامج لتدريب وإعداد الرياضيين معدة بطريقة علمية ويشرف عليها مدربين محترفين متخصصين وتهدف هذه البرامج إلى تحقيق أهداف م وفقاً لاستراتيجية الاتحاد العامة.
2-	مسابقات الناشئين	لا تنظم مسابقات للناشئين.	تنظم مسابقات غير منتظمة ولا يتم الإشراف عليها.	برنامج أساسي منظم إلى حد ما ينظم مسابقة الناشئين أو المبتدئين ولا يوجد اتصال بين الاتحاد والمدارس.	مسابقات قطاعيه تراعى أعمار الناشئين عند تنظيم الأنشطة ويدعم المسابقات المدرسية.	يوجد نظام لتصنيف الناشئين بناء على معايير محددة كما يوجد مسابقات للناشئين لإبراز العناصر المميزة في المناطق الأقاليم.
3-	المسابقات الوطنية	لا توجد أية مسابقات على المستوى المحلي.	توجد مسابقة واحدة في المنطقة التي يوجد بها الاتحاد.	يوجد مسابقة في المناطق التابعة للاتحاد.	يوجد مسابقة وطنية سنوية تضم حوالى 75% من المناطق.	مسابقات وطنية تنظم بشكل احترافي وتعد بشكل دوري بين المناطق أو الأندية وتتسم هذه

م	مستوى التطوير	لا يوجد تطوير (0)	المستوى الأساسي للتطوير (1)	المستوى المتوسط للتطوير (2)	المستوى العالي (المرتفع) للتطوير (3)	المستوى المتميز (المحترف) للتطوير (4)
						المسابقات بأنها ذات طابع تجارى على الأقل تغطي تكاليف تنظيم المسابقات.
4-	المسابقات الدولية	لم يشارك الاتحاد فى الأنشطة الإقليمية او الدولية.	يشارك الاتحاد فى الأنشطة الإقليمية بشكل غير منتظم.	يشارك الاتحاد فى المنافسات الدولية من خلال (wild card) كما أنه يشارك فى الأنشطة الإقليمية.	يشارك الاتحاد فى المنافسات الإقليمية بشكل منتظم ويحقق بعض النتائج التى تؤهله للمشاركة فى الأحداث الدولية.	يشارك الاتحاد فى البطولات الدولية والألعاب الأولمبية عن جدارة من خلال نظام التأهل المعترف به ويحقق نتائج متقدمة.
5-	تنظيم المسابقات	لا يوجد اطار رسمى لتنظيم المسابقات.	تنظم المسابقات بشكل أساسى (بسيط) باجراءات شكلية.	تنظم المسابقات بشكل رسمى منتظم وفقاً لقواعد معترف بها من خلال مج إدارة الاتحاد.	تنظم المسابقات والأنشطة بشكل منظم وفقاً للإجراءات والقوانين المعترف بها من الاتحاد الدولي.	تنظم المسابقات بشكل احترافى من خلال لجنة مختصة بذلك من خلال إطار كامل له أهداف، أنشطة محددة.
6-	الرياضة للجميع (المسؤولية الاجتماعية)	الرياضة للجميع و تنمية المجتمع هى الاهتمام الأساسى للاتحاد ولكنها بشكل غير معترف به.	تتم أنشطة الرياضة للجميع بشكل بسيط ومحدد من خلال النشاط الرياضى الذى يديره الاتحاد.	يشارك الاتحاد فى تنمية المجتمع ببعض الأنشطة الممولة من خارج الاتحاد.	يسهم الاتحاد فى تنمية المجتمع من خلال أنشطة منظمة وممولة بشكل كامل من مصادر الاتحاد الخاصة.	يملك الاتحاد برنامج كامل لأنشطة تنمية المجتمع كجزء من الأنشطة التجارية التى يقوم بها ويقوم بهذه الأنشطة أفراد متخصصين.
7-	التقدير والجوائز (الحوافز)	لا توجد حوافز أو مكافآت من أى نوع.	توجد مكافآت وحوافز محدودة جداً وغير رسمية.	يوجد تقدير بشكل شبه منظم للعاملين والرياضيين.	يوجد نظام الحوافز سنوى يتم بشكل منظم.	يوجد نظام للمكافآت والحوافز للاعبين، العاملين، والحكام ، وتسجل في سجلات إنجازات الاتحاد.
8-	الفريق والمنتخبات الوطنية	لا يوجد فريق وطنى أو منتخب على الإطلاق.	يتشكل الفريق القومى لتمثيل الدولة فى المنافسات على قواعد بسيطة تخطيط مسبق.	يتشكل الفريق القومى قبل البطولات بـ 3 شهور.	يوجد فريق أو منتخب قومى ويتكون من اللاعبين المتميزين ويتدربون 6 أسابيع قبل لعبة.	يوجد فريق أو منتخب وطنى معروف من بداية العام ويتدربون معاً طوال العام.
9-	استضافة وتنظيم الأحداث	لا يوجد أحداث.	يستضيف الاتحاد بعض الأنشطة والأحداث بشكل غير رسمى.	ينظم الاتحاد بعض الأحداث التى تروج لنشاطه على المستوى	ينظم الاتحاد البطولات الوطنية ويستضيف البطولات الإقليمية.	يستضيف الاتحاد البطولات الدولية وبناء على اختيار الاتحاد الدولي.

م	مستوى التطوير	لا يوجد تطوير (0)	المستوى الأساسي للتطوير (1)	المستوى المتوسط للتطوير (2)	المستوى العالي (المرتفع) للتطوير (3)	المستوى المتميز (المحترف) للتطوير (4)
		○		المحلى يصاحب هذه الاحداث انشطة لجمع التبرعات		

البعد الرابع (الاتصالات):

م	مستوى التطوير	لا يوجد تطوير (0)	المستوى الأساسي للتطوير (1)	المستوى المتوسط للتطوير (2)	المستوى العالي (المرتفع) للتطوير (3)	المستوى المتميز (المحترف) للتطوير (4)
1-	وسيلة الاتصال الساندة	لا توجد اتصالات. ○	تتم الاتصالات بشكل شفهي. ○	تتم الاتصالات من خلال الهاتف والفاكس بشكل كبير. ○	تتم الاتصالات بشكل الكتروني من خلال البريد الالكتروني وتنشر المعلومات من خلال موقع الكتروني أو شبكة تواصل اجتماعي. ○	كافة الاتصالات تتم من خلال شبكة الانترنت مع المواقع المتكاملة، منتدى، استطلاع الرأي، مدونات، منطفه الأعضاء وتستخدم الاتحاد Skype بشكل روتيني. ○
2-	شكل البيانات أو المعلومات	لا توجد معلومات تنشر. ○	تنشر البيانات أو المعلومات على ورق وباليدي. ○	تنشر البيانات والمعلومات على لوحة الاعلانات في مكان مناسب. ○	تنشر 80% من المعلومات بشكل الكتروني (بريد الكتروني - موقع الكتروني). ○	تنشر المعلومات من خلال موقع الكتروني متكامل يسمح بتفاعل الأعضاء مثل استطلاع الرأي، مدونات، والمنتديات. ○
3-	شبيكات التواصل الاجتماعي	لا توجد شبكة للتواصل الاجتماعي. ○	توجد شبكة تواصل من خلال الأصدقاء. ○	يوجد شبكة للتواصل الاجتماعي (Facebook, twitter) مدارة من قبل أحد الأعضاء. ○	يوجد شبكة للتواصل الاجتماعي بالاتحاد ويمكن لغير الأعضاء الاشتراك بها. ○	يوجد شبكة للتواصل الاجتماعي بالاتحاد مقتصرة على تفاعل الأعضاء فقط. ○
4-	الاتصالات المطبوعة	لا توجد أخبار مطبوعة على الإطلاق. ○	توجد أخبار وإعلانات مطبوعة عند الحاجة. ○	توجد نشرات يومية بسيطة. ○	يوجد مجلة يومية على قواعد بسيطة تصدر بشكل منظم تقوم علي اشترك الاعضاء. ○	يوجد مجلة اخبارية متميزة تصدر بشكل دوري يقوم عليها متخصصين تهدف إلى الربحية من خلال اعلانات أو ○ كات الرعاه
5-	استخدام الانترنت	لا يستخدم الاتحاد الانترنت على الإطلاق. ○	يستخدم الأعضاء الانترنت العام. ○	يستخدم الاتحاد صفحات الانترنت أنشأها الأعضاء بشكل غير رسمي. ○	يستخدم الاتحاد مزود انترنت خاص أو رابط الكتروني باسم الاتحاد، ويستخدم شبكة انترنت داخلية لتعزيز ○	يستخدم الاتحاد شبكة انترنت متكاملة (داخلية وخارجية) للاتصال بين الأعضاء داخل ○

م	مستوى التطوير	لا يوجد تطوير (0)	المستوى الأساسي للتطوير (1)	المستوى المتوسط للتطوير (2)	المستوى العالي (المرتفع) للتطوير (3)	المستوى المتميز (المحترف) للتطوير (4)
					الاتصالات بين الأعضاء داخل الاتحاد.	المنظمة وبين الاتحاد والمؤسسات التابعة له.
6-	إدارة المعلومات	لا يوجد مسئول واحد عن المعلومات.	يتولى مسئوليه ادارته المعلومات أي شخص داخل الاتحاد.	يتولى مسئوليه ادارته المعلومات شخص مسئول عن التنسيق والاتصال داخل المنظمة.	تتم ادارته المعلومات في ضوء استراتيجية الاتحاد وذلك من خلال عاملين أو متولين متخصصين لهم علاقة مباشرة بسكرتير الاتحاد.	يتم ادارته ونشر المعلومات من خلال إدارة العلاقات العامة التي تراعى الجانب التجارى للاتحاد ويتم تحديد شخص متخصص مسئول فقط عن نشر المعلومات (محدث رسمى بالاتحاد).
7-	مستوى الموقع الالكتروني	لا يوجد موقع الكترونى على الإطلاق.	صفحة الكترونية محدودة على موقع عام مثل Yahoo، Google	موقع الكترونى محدود تتم إدارته من خارج الاتحاد.	موقع الكترونى يقدم المعلومات عن الاتحاد ويدار من خلال متخصصين داخل المنظمة.	بوابة الكترونية متكاملة متميزة تقدم بريد الكترونى خاص بكل عضو من الأعضاء وتشكل قاعدة بيانات شاملة للاتحاد والمؤسسات التابعة له.
8-	استراتيجية الصحافة والإعلام	لا توجد وسائل إعلامية مستخدمة.	يستخدم التلفزيون أو الراديو العام بدون مقابل.	يتم الاتصال بالجمهور من خلال البيانات الصحفية أو النشرات الإعلامية التي تنظم بواسطة سكرتير الاتحاد.	يتم الاتصال بالجمهور من خلال المؤتمرات الصحفية التي تعقد بشكل منظم.	تتم كل الاتصالات الإعلامية من خلال متحدث رسمى ووفقا لاستراتيجية الاتحاد للصحافة والإعلام.
9-	كتابة التقارير	لا توجد تقارير على الإطلاق.	تقارير مكتوبة بخط اليد وعند الحاجة.	تقارير للنشاط العام للاتحاد بشكل شفهي في الاجتماعات.	تتم كتابة التقارير بناء على قواعد محددة كما توجد تقارير لكل الأنشطة يتم جدولتها لعرضها على الجمعية العمومية.	يصدر الاتحاد تقرير سنوي بشكل منظم يحتوى على كافة الأنشطة والبرامج التي نفذت خلال العام.
10-	استخدام التلفزيون	لا يستخدم الاتحاد التلفزيون على الإطلاق.	ينظم الاتحاد بعض الأنشطة التي تجذب اهتمام التلفزيون.	ينظم الاتحاد بعض الأنشطة التلفزيونية التي تعرض النشاط الرئيسى للاتحاد.	ينظم الاتحاد أحداث رياضية كبيرة تبث بواسطة التلفزيون ويقوم الاتحاد بدفع مقابل نظير البث.	يقوم التلفزيون على نحو ثابت بتغطية الأحداث والمناسبات ويحصل الاتحاد بعض الأرباح من التغطية التلفزيونية.

البعد الخامس (التمويل)

م	مستوى التطوير	لا يوجد تطوير (0)	المستوى الأساسي للتطوير (1)	المستوى المتوسط للتطوير (2)	المستوى العالي (المرتفع) للتطوير (3)	المستوى المتميز (المحترف) للتطوير (4)
1-	العائدات المالية من العضوية	لا توجد إيرادات من تسجيل الأعضاء.	بعض الإيرادات من بعض الأفراد الذين يمارسون الأنشطة الرياضية في شكل تبرعات.	إيرادات منظمة من رسوم الاشتراك (العضوية) نظير الاشتراك في الأنشطة التي ينظمها الاتحاد.	إيرادات منظمة من رسوم العضوية وكافية لإدارة أنشطة الاتحاد اليومية.	تتنوع مصادر الدخل من الأعضاء مثل رسوم العضوية وأنشطة النادي الاجتماعي وغيرها من الأنشطة التجارية التي تساعد الاتحاد على زيادته إيرادات من الأعضاء.
2-	العائدات من الأحداث الرياضية	لا توجد إيرادات من دخول المنافسات أو من الجمهور.	إيرادات غير منتظمة من دخول المنافسات أو من الجمهور.	إيرادات بشكل منظم من رسوم الاشتراك والتسجيل في الأحداث.	إيرادات من حضور الجماهير (تذاكر المباريات)، تدفقات مالية من الرعاية كفيلة على الأقل بتغطية نفقات تنظيم الأحداث الرياضية.	تنوع العوائد المالية من مصادر مختلفة مثل حقوق البث التلفزيوني، رسوم حضور الأحداث، الرعاية أنشطة تجارية هدفها الربح تساهم في تحسين العمليات الإدارية داخل الاتحاد.
3-	العائدات من التبرعات	لا توجد أنشطة لجمع التبرعات.	توجد أنشطة محدودة لجمع التبرعات ويغلب عليها بعدها عن نشاط الاتحاد مثل الحفلات.	تنظيم أنشطة تهدف إلى جمع التبرعات بشكل غير منتظم وتدر عائد مالي محدود.	هناك برنامج يضم أنشطة منظمة للتبرعات على جانب الأحداث الرياضية مثل بيع التيشيرتات والشارات وتضخ عوائد مالية قوية من خلال لجنة للتبرعات.	تدار أنشطة التبرعات من خلال إدارة التسويق ووفقا لخطة التسويق العامة للاتحاد.
4-	عوائد الأنشطة التجارية	لا توجد أنشطة تجارية يقوم بها الاتحاد.	إيرادات من مبيعات (أنشطته التبرعات) التي لا ترتبط بنشاط الاتحاد.	ترتبط الإيرادات بمبيعات المنتجات التي تتعلق بأحداث ينظمها الاتحاد مثل بيع بعض التيشيرتات أو للشارات في إطار ضيق (محدود) لتغطية نفقات الحدث.	يملك الاتحاد علامة تجارية ويمتلك الاتحاد أنشطة تجارية لبيع العلامة التجارية.	يقدم الاتحاد برنامج شامل يضم مجموعة من الأنشطة التي تهدف إلى تسويق العلامة التجارية، تسويق اللاعبين والأحداث الرياضية.
5-	الرعاية الرياضية	لا توجد رعاية رياضية للاتحاد.	يتلقى الاتحاد دعم مالي من أصدقاء مقربين من أعضاء مجلس الإدارة بشكل نقدي وعيني.	رعاية محدودة من بعض الشركات المهمة بمجال نشاط الاتحاد تتمثل في رعاية عينية ببعض الأدوات الرياضية أو الملابس.	رعاية منتظمة من بعض الشركات بشكل نقدي وعيني (راعى رئيسي) يرعى الأحداث الرياضية الهامة والتي ينظمها اتحاد.	يوجد عقود للرعاية مكتوبة بشكل رسمي على الأقل لمدة 5 سنوات.

م	مستوى التطوير	لا يوجد تطوير (0)	المستوى الأساسي للتطوير (1)	المستوى المتوسط للتطوير (2)	المستوى العالي (المرتفع) للتطوير (3)	المستوى المتميز (المحترف) للتطوير (4)
6-	الدعم المالي من الاتحاد الدولي	لا يوجد دعم من الاتحاد الدولي.	يوجد منح عينية في بعض الحالات.	يستقبل الاتحاد بعض الدعم المالي من الاتحاد الدولي وخاصة عند المنافسات لتطوير الموارد البشرية بالاتحاد.	يتلقى الاتحاد دعم مالي من الاتحاد الدولي لمشروعات محددة للوصول إلى الحد الأدنى من تطوير الاتحاد الدولي.	يتلقى الاتحاد حقوق مالية مقابل المشاركة في الأحداث الرياضية الكبيرة مثل كأس العالم.
7-	الدعم المالي من اللجنة الأولمبية Olympic Solidarity	لا يتلقى الاتحاد دعم من اللجنة الأولمبية.	دعم مالي محدود لتطوير أنشطة محددة سواء بشكل مباشر أو غير مباشر من خلال ميزانية البرامج الرياضية.	دعم مالي من ميزانية البرامج الوطنية من أجل تطوير الموارد البشرية على الأقل برنامج واحد كل أربع سنوات كل 4 سنوات.	دعم مالي منتظم من اللجنة الأولمبية كل أربع سنوات لتنظيم برامج تهدف إلى المشاركة في الألعاب الأولمبية.	دعم مالي من اللجنة الأولمبية مرتبط بشكل خاص بمشاركة اللاعبين المؤهلين في الألعاب الأولمبية.
8-	الدعم المالي من الحكومة	لا يوجد دعم مالي من الحكومة على الإطلاق.	يقدم دعم حكومي للاتحاد لخدمة وتطوير المجتمع ولا يدار هذا الدعم من خلال الاتحاد.	يدعم الاتحاد من الحكومة ويدار الدعم جزيئاً مع الحكومة ويكون الدعم بشكل أساسي لخدمة المجتمع المحيط.	يدعم الاتحاد من الحكومة بشكل منظم ويدار الدعم بواسطة الاتحاد لدعم النشاط الرياضي بالاتحاد.	يتلقى الاتحاد دعم مالي من الحكومة وذلك فقط لدعم الفرق القومية.
9-	اعداد التقارير المالية	لا توجد تقارير مالية على الإطلاق.	يوجد تقرير شفهي بسيط عن الاتفاق المالي وبعض الايصالات عند الحاجة.	توجد ميزانية أساسية محدودة توضح الموقف المالي للاتحاد.	يتم اصدار قوائم وتقارير مالية يتم مراجعتها بشكل مستقل من قبل مراجع خارجي بشخصي.	يوجد تقارير مالية منتظمة (تقارير مقارنة) يوضح التكاليف الفعلية مقارنة بالتكاليف المتوقعة.
10-	ادارة النشاط المالي (الادارة المالية)	لا يوجد أصول يمتلكها الاتحاد.	يملك الاتحاد حساب بنكي مستقل.	توجد موازنة ملتزم بها للإنفاق على أنشطة محددة.	توجد ميزانية شاملة مرتبطة بالاستراتيجية العامة للاتحاد بالإضافة الي وجود احتياطي نقدي يستخدم في بعض الاستثمارات البسيطة	يوجد مركز تكاليف لإدارة النشاط المالي بالاتحاد كما يوجد إدارة شاملة للاستثمار هدفها الربحية يقوم عليها متخصصين.

البعد السادس (الموارد المادية):

م	مستوى التطوير	لا يوجد تطوير (0)	المستوى الأساسي للتطوير (1)	المستوى المتوسط للتطوير (2)	المستوى العالي (المرتفع) للتطوير (3)	المستوى المتميز (المحترف) للتطوير (4)
1-	التجهيزات	لا يوجد أى تجهيزات.	توجد بعض التجهيزات المملوكة للأعضاء أو المتبرع بها.	توجد تجهيزات لكنها قد لا ترقى لمتطلبات الدولي الاتحاد	توجد تجهيزات أو تسهيلات سواء كانت للتدريب أو المنافسات تتفق مع معايير الاتحاد الدولي.	تتوافر تجهيزات وتسهيلات ذات قبول عالمي وتتفق مع المعايير العالمية للمنافسات وتستضيف مسابقات علي المستوى العالمي.
2-	الملابس ومستلزمات الفريق	لا توجد معايير ومواصفات للملابس والمستلزمات.	تتوفر الملابس الخاصة بالفرق بشكل ذاتي من خلال أعضاء الفرق أنفسهم.	توجد ملابس لكنها لا تتفق مع المعايير بشكل كامل وتستخدم فقط في المنافسات.	توجد ملابس ذات مواصفات تتفق مع معايير الاتحاد الدولي وتستخدم للفريق القومي وبعض المنافسات المحلية.	توجد مستلزمات كاملة للفرق للتمثيل الوطنى وتتفق مع المعايير الدولية مقدمة من الرعاة ولجنة (لجنة خاصة بالملابس) لكل الفرق القومية والبرامج (اللعبة - السفر - التدريب) والحكام وفقاً للقواعد الدولية.
3-	الأصول أو الممتلكات المادية	لا توجد أى أصول أو ممتلكات.	يستخدم الاتحاد ممتلكات خاصة بالأعضاء أنفسهم.	يستأجر التسهيلات والمعدات اللازمة للتدريب والمنافسة.	يملك الاتحاد بعض التسهيلات كما يستأجر الاتحاد التسهيلات لإقامة التدريب والمنافسة بعقود ايجار موسمية.	يملك الاتحاد تجهيزات وتسهيلات كافية لإقامة الأحداث والمنافسات بل ويقوم بالاستثمار من خلال هذه التسهيلات.
4-	المنشآت الإدارية (مقر الاتحاد)	لا يملك الاتحاد منشأة إدارية أو مقر لإدارة أنشطته.	تعقد الاجتماعات ويدار الاتحاد من خلال بيت أحد الأعضاء.	منشأة إدارية محددة مملوكة للجنة الأولمبية الوطنية أو الحكومة وتستخدم لخدمة شؤون الاتحاد.	يستأجر الاتحاد مبنى إدارى وذلك لإدارة شؤون الاتحاد.	يملك الاتحاد الرياضى مقر رئيسى يدير من خلاله شؤون الاتحاد ويؤدى الوظائف الإدارية وكذلك يملك مقرات للمنشآت الفرعية التابعة للاتحاد.
5-	تجهيزات مقر الاتحاد والتكنولوجيا	لا توجد تجهيزات.	توجد تجهيزات مثل الهاتف والفاكس.	توجد تجهيزات مثل كمبيوتر، طابعة، ماكينة تصوير، شبكة انترنت.	يملك الاتحاد تجهيزات مثل وسائل الاتصال، أثاث ملائم للجهاز الإدارى.	يملك الاتحاد تجهيزات عالية الجودة، أثاث، وسائل اتصالات مما يحقق للاتحاد القيام بالوظائف الإدارية باستخدام التكنولوجيا الحديثة.
6-	أماكن التدريب	لا توجد أماكن للتدريب.	يستخدم الاتحاد مساحات عامة مثل الشواطئ.	يستأجر الاتحاد أماكن مخصصة للتدريب.	يملك الاتحاد أماكن تدريب مخصصة لذلك.	يملك الاتحاد أماكن تدريب وفقاً للمعايير الدولية وأماكن اضافية للتأهيل الرياضى، الأنان.
7-	أماكن المسابقات	لا يوجد أماكن للمسابقات.	يستخدم الاتحاد أماكن عامة بسيطة يمكن أن تستأجر عند الحاجة.	يستخدم الاتحاد أماكن عامة مخصصة للغرض	يستأجر الاتحاد أماكن المسابقات معدة لهذا وتتمشى مع المعايير والأبعاد الدولية.	يملك الاتحاد أماكن المسابقات الخاصة به وتتفق مع المعايير الدولية ويراعى عوامل الأمن

م	مستوى التطوير	لا يوجد تطوير (0)	المستوى الأساسي للتطوير (1)	المستوى المتوسط للتطوير (2)	المستوى العالي (المرتفع) للتطوير (3)	المستوى المتميز (المحترف) للتطوير (4)
				الرياضي تستأجر عند الحاجة.		والسلامة وأماكن كافية ومريحة للجمهور.
8-	خدمات الأعضاء	لا يوجد تسهيلات للأعضاء ولا تقدم خدمات للأعضاء.	تقدم تسهيلات رياضية محدودة تقدم للأعضاء.	يوجد نادى اجتماعي يقدم خدمات للأعضاء معتمداً بشكل أساسي على النشاط الرياضي.	يملك الاتحاد نادى اجتماعي للأعضاء يقوم بتأجيره لمدة طويلة لفرد أو لشركه تقوم بإدارته.	يملك الاتحاد نادى اجتماعي يقوم بتسويقه ويؤول العائد المادي إلى الاتحاد نفسه.
9-	أصول (وسائل) الاتصالات	لا توجد وسائل للاتصال.	تستخدم المنظمة فاكس أو هاتف أو يستخدم هاتف أحد الأعضاء	تستخدم المنظمة هاتف، فاكس، انترنت.	تستخدم المنظمة شبكة كمبيوتر عادية وشبكة انترنت لاسلكي.	تستخدم المنظمة شبكة الكنتر ونيه متكامله وتدعم خدمات Video conference Webinar
10-	أصول (وسائل) النقل	لا توجد وسائل نقل.	توجد وسائل نقل مملوكة للأعضاء.	يستأجر الاتحاد وسائل نقل عند الحاجة.	يتعاقد الاتحاد مع شركة نقل محددة.	يملك الاتحاد وسائل النقل الكافية لنقل الفرق إلى أماكن التدريب أو المنافسة.

البعد السابع (الموارد البشرية):

م	مستوى التطوير	لا يوجد تطوير (0)	المستوى الأساسي للتطوير (1)	المستوى المتوسط للتطوير (2)	المستوى العالي (المرتفع) للتطوير (3)	المستوى المتميز (المحترف) للتطوير (4)
1-	الأعضاء	لا يوجد أعضاء.	مجموعة من الأعضاء المهتمين أو اللاعبين الذين يشكلون فرق بسيطة.	عضوية فردية عن طريق دفع رسوم الاشتراك.	يتكون الاتحاد من الأندية التي تشارك في المنافسات ويصبح اللاعبون في تلك الأندية أعضاء في الاتحاد كما يوجد من مختارين من الأندية لحضور اجتماعات الاتحاد.	يتكون الاتحاد من المناطق والأندية و يكون اللاعبين في المناطق والأندية أعضاء في الاتحاد الوطني.
2-	الجهاز الإداري	لا يوجد جهاز إداري.	يوجد عضو أو عضوين يقومون بكل الوظائف الادارية بالاتحاد.	يوجد مجموعة من المتطوعين يقومون بكافة العمليات الإدارية.	يوجد موظفين إداريين معينين سواء بشكل مؤقت أو بشكل دائم للقيام بالعمليات الإدارية.	يوجد مدير تنفيذي يدير العاملين المتخصصين الذين يتلقون أجور نظير عملهم.

م	مستوى التطوير	لا يوجد تطوير (0)	المستوى الأساسي للتطوير (1)	المستوى المتوسط للتطوير (2)	المستوى العالي (المرتفع) للتطوير (3)	المستوى المتميز (المحترف) للتطوير (4)
3-	المدرسين	لا يوجد مدرسين.	مدرسين منظوعين غير مدرسين او مؤهلين بشكل كاف.	بعض المدرسين المؤهلين الذين يتلقون برامج التأهيل خارج الاتحاد.	يوجد مدرسين مؤهلين من خلال برنامج لتأهيل المدرسين هدفه تأهيل المدرسين المؤهلين داخل الاتحاد.	يوجد مدرسين متميزين (محترفين) يمتلك الاتحاد برنامج لتأهيل المدرسين ويصدر شهادات تحمل علامته التجارية.
4-	المسؤولين الفنيين	لا يوجد مسؤولين فنيين.	بعض المسؤولين المهتمين (متطوعين).	بعض المسؤولين الفنيين الذين يمتلكون قدرات بسيطة وبعض الخبرات.	مسؤولين فنيين متخصصين يمتلكون الخبرة.	مسؤولين فنيين متميزين (محترفين) لكل المنافسات. برامج تدريب للمسؤولين الفنيين بالاتحاد.
5-	الرياضيين	لا يوجد رياضيين.	بعض الرياضيين الذين يمارسون رياضات أخرى.	رياضيين يمارسون بشكل منظم لكنهم يمارسون رياضات أخرى.	رياضيون يمارسون نشاط الاتحاد فقط ويتدربون على الأقل 3 مرات أسبوعياً.	رياضيون محترفون ويتدربون بشكل يومي.
6-	إدارة الموارد البشرية	لا يوجد برامج تدريب للموارد البشرية.	يقدم الاتحاد برامج تدريب بسيطة محدودة عندما يتطلب الحاجة.	يقدم الاتحاد برامج تدريب استجابة لحاجات المنظمة من مصادر خارج الاتحاد.	توجد برامج تأهيل وتدريب للموارد البشرية مقدمة من الاتحاد الدولي.	يوجد إدارة للموارد البشرية بالاتحاد وتغطي كافة جوانب التطوير للعاملين داخل الاتحاد، وتقدم هذه الإدارة إطار كامل لتدريب وتطوير الرياضيين والمدرسين، والإداريين المسؤولين.
7-	المساواة بين الجنسين	المساواة بين الجنسين ليس موجود على الإطلاق.	يقدم الاتحاد فرص لصالح جنس على آخر.	توجد برامج بسيطة لمعالجة القصور في تحقيق المساواة بين الجنسين.	المشاركة مفتوحة في جوانب نشاط الاتحاد وبغض النظر عن الجنس.	هناك مراعاة تامه لمبدأ تكافؤ الفرص بين الجنسين فيما يخص المشاركات و تعيين أو توظيف العاملين والمسؤولين.
8-	برامج التدريب والتطوير	لا توجد برامج تدريب.	تدريب عرضي عند الحاجة من خلال الكتب او التليفزيون.	برامج تدريب تقدم من خارج الاتحاد مثل الحكومة، اللجنة الأولمبية، الاتحاد الدولي.	برامج تأهيل وتنمية للمدرسين، الإداريين يقدمها الاتحاد نفسه.	توجد إدارة كاملة لتنمية قدرات العاملين مثل (تنظيم الأحداث الرياضية، المدرسين، المسؤولين الفنيين) تهدف هذه الإدارة إلى تطوير كفايات وقدرات الموارد البشرية داخل الاتحاد.

م	مستوى التطوير	لا يوجد تطوير (0)	المستوى الأساسي للتطوير (1)	المستوى المتوسط للتطوير (2)	المستوى العالي (المرتفع) للتطوير (3)	المستوى المتميز (المحترف) للتطوير (4)
9-	المتطوعين	لا يوجد متطوعين.	يوجد متطوعين بنسبة 100% ويقومون بكل الأنشطة بدون مقابل.	تؤدي المهام من خلال متطوعين مقابل دعم مالي.	50% من المهام تؤدي بواسطة أفراد متخصصين يتقاضون أجور بشكل منتظم.	أكثر من 50% من المهام والواجبات تؤدي بواسطة أفراد متخصصين مقابل أجر. يقوم المدير التنفيذي بتوجيه الأفراد المعنيين لأداء كافة المهام الإدارية.
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

البعد الثامن (القيم):

م	مستوى التطوير	لا يوجد تطوير (0)	المستوى الأساسي للتطوير (1)	المستوى المتوسط للتطوير (2)	المستوى العالي (المرتفع) للتطوير (3)	المستوى المتميز (المحترف) للتطوير (4)
	قيم مرتبطة باتجاه ممارسة الرياضة	لا يوجد قيم علي الاطلاق.	يهتم الاتحاد بتنظيم بعض الأنشطة التي تهدف الي السعادة والمتعة.	يهتم الاتحاد بتنظيم بعض الأنشطة التي تشجع الاعضاء علي تحمل المسؤولية.	يقدر الاتحاد ويكافئ الاعضاء الذين يظهرون التضحية من اجل الفريق او الاتحاد.	
	مستوي الاهتمام والاحترام	لا يهتم الاتحاد بالآخرين.	يهتم الاتحاد ويحترم الآخرين (الاعضاء) من خلال تقدير جهود الاعضاء في تنظيم الأنشطة.	يحترم الاتحاد القواعد والقوانين الدولية من خلال تنظيم المسابقات التي تتفق مع قواعد الاتحاد الدولي.	يحترم الاتحاد المسؤولين وقراراتهم سواء من داخل المجال او خارجه.	يحترم الاتحاد ويقدر الاعضاء الذين يقدمون مصلحة الفريق او الاتحاد علي انفسهم.
	اولوية الولاء	يدعم الاتحاد قيمة الولاء للذات اولاً.	يدعم الاتحاد قيم الولاء الي الاسرة من خلال الأنشطة الاجتماعية.	يدعم الاتحاد قيم الولاء الي الفريق من خلال مسابقات المنطقة.	يدعم الاتحاد قيم الولاء الي المجتمع (المنطقة) من خلال المسابقات بين المناطق.	يدعم الاتحاد قيم الولاء الي الوطن من خلال تكوين روابط المشجعين.
	اتجاه الاخلاص	لا يوجد	يدعم الاتحاد قيم الاخلاص تجاه مجموعة الاصدقاء	يدعم الاتحاد قيم الاخلاص والانتماء نحو المجتمع	يدعم الاتحاد قيم الاخلاص نحو الفريق.	يحث الاتحاد الاعضاء علي التفاني في تحقيق الاهداف العامة للاتحاد
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

م	مستوى التطوير	لا يوجد تطوير (0)	المستوى الأساسي للتطوير (1)	المستوى المتوسط للتطوير (2)	المستوى العالي (المرتفع) للتطوير (3)	المستوى المتميز (المحترف) للتطوير (4)
	قيم مرتبطة بالمنافسة	لا توجد منافسة	يشجع الاتحاد المنافسات بين الاصدقاء وبهدف المتعة	يدعم الاتحاد تعزيز قيم الفوز وتقبل الهزيمة.	نمية روح التميز والاعداد الجيد للمنافسات والاحداث	يكافئ الاتحاد الاعضاء الذين يحققون النجاح من خلال اللعب النظيف
	قيم مرتبطة بالفوز	لا يهتم الاتحاد	يشجع الاتحاد علي اللعب النظيف من خلال الالتزام بالقواعد	يشجع الاتحاد علي التعاون في تنظيم وتنفيذ الانشطة	يقدر الاتحاد ويكافئ الافراد الذين يظهرون روح المثابرة لتحقيق الاهداف	يخصص الاتحاد مكافاة تميز للاعضاء الذين يتميزون في اداء الانشطة بشكل احترافي
	الدافعية	لا يوجد	يشجع الاتحاد قيم المشاركة مع الاصدقاء	توجد أنشطة وبرامج تكسب الاعضاء قيم الانضباط	يعزز الاتحاد قيم الشرف والنزاهة	يقوم الاتحاد بتنظيم أنشطة وبرامج للاعضاء بهدف تحقيق التميز
	تنوع الاعضاء	لا يعترف الاتحاد بالحاجة الي تنوع الاعضاء	يقبل الاتحاد مبدأ تنوع الاعضاء	يحترم الاتحاد مبدأ تنوع الاعضاء من ناحية الجنس او الدين.	يتضمن الاتحاد مزيج من الاعضاء بشكل فعلي بغض النظر عن الجنس او الدين.	يشجع الاتحاد المشاركة الفعالة بين الاعضاء بغض النظر عن الجنس او الدين

إذا كان لديكم الرغبة في اجراء مقابلة في المستقبل القريب برجاء وضع ☐ للمربع المجاور

أرحب بأية تعليقات أو إقتراحات ترونها سيادتكم .

الباحث

Appendix 10: Ethical Approval for the study



Ref: FREC1617.19
Date: 2 February, 2017

Dear Fawzy,

Ethical Approval Application No: FREC1617.19
Title: Organisational Sustainability in Egyptian National Olympic Committee

The members of the Faculty Research Ethics Committee (FREC) would like to express our sincere appreciation to you for judiciously considering and addressing our queries and are happy with the changes you have made in the revised application.

We are therefore happy to approve your application and wish you the very best with your research.

Approval is for the duration of the project. However, please resubmit your application to the committee if the information provided in the form alters or is likely to alter significantly.

We would like to wish you good luck with your research project.

Yours sincerely

(Sent as email attachment)

Dr James Benhin
Chair
Faculty Research Ethics Committee
Faculty of Business

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Appendix 11: RAT report

